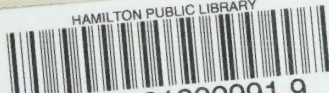


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An Industrial Land Development Strategy For Hamilton-Wentworth

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A REPORT PREPARED FOR THE
REGIONAL MUNICIPALITY OF
HAMILTON-WENTWORTH
PLANNING AND DEVELOPMENT DEPARTMENT

BY

**PETER
BARNARD
ASSOCIATES**

OCTOBER, 1981

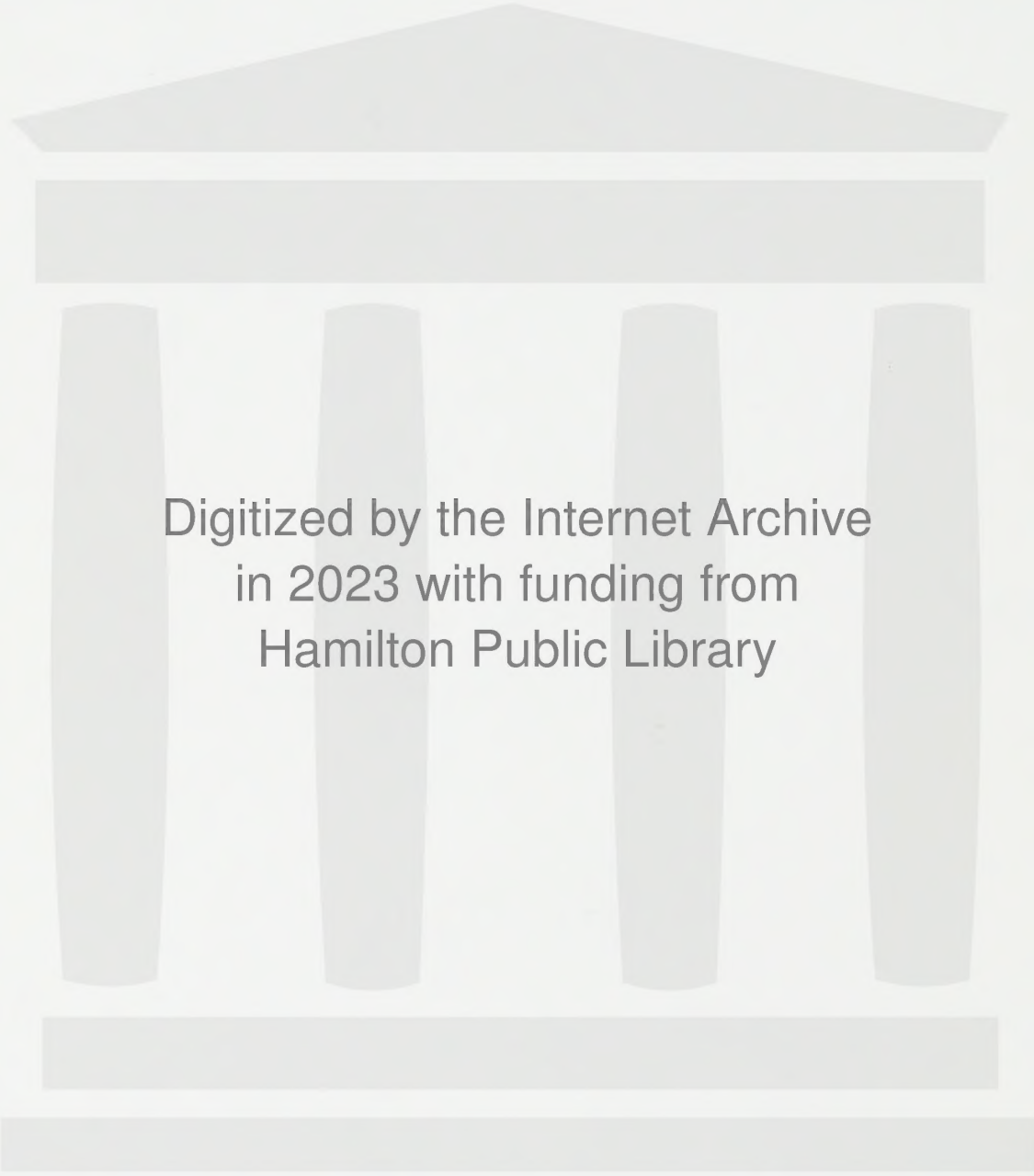
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October 16, 1981

Mr. John Gartner
Director, Regional Planning Division
Regional Municipality of Hamilton-Wentworth
100 Main Street East
Hamilton, Ontario
L8N 1G8

Dear Mr. Gartner;

Our study of industrial development in Hamilton-Wentworth is now complete and we are pleased to submit our findings to you in the attached report. The work was carried out during the late summer of 1981.

Before presenting our report we would first like to review briefly the background to the study and discuss the major issues addressed herein. Finally we will outline how the report is structured.

BACKGROUND OF THE STUDY

In its Official Plan of June 1980, the Region of Hamilton-Wentworth designated five major Industrial-Business Parks. The five parks are Stoney Creek, Rymal Road, Airport, Duff's Corners and Clappison's Corners. While three of the parks have varying amounts of industry already located there, the Airport and Clappison's Corners are not developed for industrial uses.

The aim of the Region in designating these areas was to promote overall industrial development and to provide a variety of locations for prospective industries. The designation of Industrial-Business Parks was specifically aimed at remedying the serious shortage of industrial land that would provide well-planned serviced areas suitable to attracting a variety of industrial uses.

When the Airport and Clappison's Corners sites were referred to the Ontario Municipal Board, the Region felt that an overall review of its industrial development strategy was warranted. In addition, the Region wanted a review of the specific parks being objected to as well as the McCoy Foundry property which has been before the OMB for several years.

The report addresses the following points. Specifically it:

- provides the Region with comprehensive, accurate and up-to-date information on industrial land requirements in the Region
- evaluates the Region's plans for industrial development as contained in the Regional Official Plan
- and undertakes detailed analysis to assess the appropriateness of individual, designated Industrial-Business Parks, specifically Clappison's Corners and the Airport Park, as well as a review of the McCoy Foundry property.

OUR APPROACH TO THE WORK

The study involved three major steps.

1. Determine past trends in industrial development in the Region. To do this, we started with the 1980 assessment role of all industries located in Hamilton-Wentworth to determine total industrial acreage. This list was also broken down and coded by the Standard Industrial Classification system. In each municipality, a search was made of building permits from 1971 to 1980 to determine when original and additional construction took place. Based on these figures, estimates of historic annual industrial land absorption for the Region were developed.
2. Forecast future demand for industrial land in the Region. This step involved an analysis of the broader area within which Hamilton-Wentworth competes for industry. Specifically, historic absorption rates for the Golden Horseshoe, plus Waterloo Region and the City of Brantford were determined and long term trends were reviewed. These, plus the historic trends in Hamilton-Wentworth, formed the base for an estimate of future trends and development targets for the Region.

3. Undertake site specific analysis. For the Airport and Clappison's Corners Industrial-Business Parks as well as the McCoy Foundry site we undertook analysis to determine the suitability of each area to attract future industry. The other Industrial-Business Parks were also analysed in this regard. In particular, we reviewed the location, servicing, existing development, size, shape and configuration of each park and determined the expected role of each in accommodating future industrial demand.

The results of these and other elements of our work are contained in the following report.

OUTLINE OF THIS REPORT

Following an executive summary, the report is structured into three chapters, plus appendices, as follows:

Chapter 1: Important Industrial Development Trends analyses industrial land absorption, expansion and relocation of industry by type in Hamilton-Wentworth and the wider competitive context.

Chapter 2: An Industrial Land Strategy for Hamilton-Wentworth builds on the conclusions of the first chapter, analyses the strengths and weaknesses of the designated Industrial-Business Parks and concludes with recommendations for the Region to promote industrial development in the future.

Chapter 3: Industrial Areas with OMB Objections presents our findings and conclusions regarding each of the three contested areas.

The Appendices provide more detailed information and support analyses for the main text of the report.

* * * *

Our report follows. The Planning and Development Department has been particularly helpful in assembling much of the information upon which our analysis is based. We would like to thank the staff of that Department for their friendly and enthusiastic assistance throughout the study period.

We have enjoyed the opportunity to work with you on this interesting project. We trust it will be of assistance in generating additional industrial development in the Region.

Respectfully submitted,

Peter Bernard Associates .

EXECUTIVE SUMMARY

CHAPTER 1: IMPORTANT INDUSTRIAL DEVELOPMENT TRENDS

1. Hamilton-Wentworth's industrial base has been expanding and diversifying over the past ten years. Primary metal industry has traditionally been the anchor for the Region's manufacturing base. While this sector still plays a prominent economic role, a trend to a more industrially diversified base has begun to develop over the past decade. Industrial land absorption has been cyclical in the past but has shown more stability in recent years. In 1980 a moderate but healthy increase occurred. Expansion and relocation of industry are both occurring in Hamilton-Wentworth with expanded space accounting for a relatively constant annual rate of land absorption. There has been a significant shift to lighter industries in recent years. A shift in the industrial growth rate between municipalities has also occurred with Hamilton playing a decreasing role; most of the spill-over has gone to Stoney Creek and Flamborough.

2. Region has performed poorly relative to competing market areas. Hamilton-Wentworth is situated centrally within the most industrially prosperous region of Canada with two market areas, the "broad" and the "immediate", affecting its industrial development. The broad market area includes Metropolitan Toronto, the city of Brantford and the Regions of Durham, York, Peel, Halton, Niagara and Waterloo, while the immediate competitive environment comprises the regions of Waterloo, Halton, Niagara and the City of Brantford. Industrial growth in both market areas can be classified as cyclical, reflecting periods of overexpansion and subsequent periods of contraction. Hamilton-Wentworth's market share has declined when compared to both the broad and immediate competition. When compared to any one of the other Regional Municipalities, it ranks last on a hectares absorbed per annum basis as well as a hectares absorbed per capita.

CHAPTER 2: AN INDUSTRIAL LAND STRATEGY FOR HAMILTON-WENTWORTH

1. The lack of industrial park land and poor image have held back the Region's industrial development. The success of competing industrial areas such as those in Halton and numerous others throughout the broader competitive area is clear indication that modern industries are demanding this type of park-like environment. Hamilton-Wentworth has not as yet developed such industrial areas. In addition, its image as a steel based region has been a definite disincentive for lighter industrial users.
2. The Region is attempting to remedy these problems. The Economic Development Department in its approved Marketing Plan has undertaken a promotion campaign to reverse this image. The campaign, stressing the positive attributes of the local environment, focusing on the quality of life has been showing some success with increased inquiries and placements in its first year of operation.

Five Industrial-Business Parks have been designated in the Regional Official Plan to remedy the second problem. They include Stoney Creek, Rymal Road, Duff's Corners, the Airport Park, and Clappison's Corners. The 80 hectare (200 acre) Allarco property will also likely develop as an industrial park.

3. Hamilton-Wentworth's goal should be to generate 60 hectares (150 acres) of industrial development per year by 1986. Given the success of the broader and immediate competitive areas throughout the 1970's, a period of generally unstable economic times, we conservatively estimate that annual demand will remain constant. The immediate competitive area is likely to maintain its average of 270 hectares (660 acres) per year. Hamilton-Wentworth at 60 hectares (150 acres) per year would be absorbing less than a quarter of the immediate competitive area and still much less than the nearest competitors, Halton and Niagara. The 1990's could see accelerated growth once momentum was established in the 1980's; however, to be conservative, we have assumed absorption maintains the 1986 level.

4. By 1986, industrial parks should absorb 44 hectares (110 acres) per year. Expanding industries are expected to account for 14 hectares (35 acres) of growth, some of which will take place in the industrial areas with existing industries. Roughly two hectares (5 acres) for miscellaneous small new firms which are unsuited to industrial parks will be located throughout the Region. Between 1981 and 1986, there should be a gradual increase in industrial park absorption up to 44 hectares (110 acres) per year by 1986 from 32 hectares in 1980.
5. The key to success will be the western industrial parks. The Allarco property and Clappison's Corners offer the greatest opportunity for achieving the Region's goal for various reasons:
 - Both are a suitable size and shape for well-planned quality industrial parks
 - Both are well located to attract the Toronto-Burlington industrial momentum
 - Both offer good access and exposure

Given the advantages of these sites they are likely to absorb half the Region's future industrial park demand.

6. Other industrial parks have varying constraints.
 - Stoney Creek, for instance, provides very good access and exposure, but its linear shape impedes developing a cohesive park and limits land available for firms preferring a park location but unwilling to pay a premium for highway exposure.
 - Rymal Road, because its current development with a wide variety of user types and building quality and style plus a road system and shape that precludes cohesive park-like development, is unlikely to be able to develop the prestige image necessary.
 - Duff's Corners is less central with less transportation access and limited momentum at the current time.

Because of these constraints, none of these areas is likely to exceed its average absorption of the past ten years. In fact, absorption at Duff's Corners is likely to slow when Allarco and Clappison's Corners come on stream.

7. Region should adopt a four fold industrial development strategy. To accomplish the goal of doubling absorption, the Region should:
- (i) Continue the promotion campaign which has been showing early successes
 - (ii) Clear-up objections at OMB regarding Clappison's Corners and the Airport site
 - (iii) Encourage early servicing of industrial parks in conjunction with the Engineering Department by speeding up existing staging and budget allocations if possible
 - (iv) Encourage area municipalities to write secondary plans for each park to help speed up the approval and development process and set the tone for prestige parks

CHAPTER 3: INDUSTRIAL AREAS WITH OMB OBJECTIONS

1. Clappison's Corners provides the Region's best industrial land resource for attracting new industry. All the designated land in this Park is likely to be needed to achieve recommended goals through to the end of the century. Development of the Park will generate substantial benefits through increased employment and assessment revenue. An industrial-residential buffer can be accommodated within the Park.
2. Airport Park has potential for substantial future airport-related industrial development. Airport expansion plans are firm only to 1991, but even these plans offer the potential for increased freight and passenger volumes. Further, the use of airport lands for industrial development is severely restricted. A variety of factors suggest a strong likelihood of future growth.
 - Toronto International Airport has major expansion constraints.
 - Servicing of the Airport Park can be easily accommodated as part of the planned airport servicing.
 - Potential market exists for airport related industries to be located there with the possibility of a free trade zone designation.

- Airport has advantages over Rymal Road Park considering its better access and possible expansion to Highway 6 and the possibility of direct runway access.

3. McCoy Foundry has adequate lands designated at 16 hectares (40 acres) to support expansion of existing foundry and directly related needs. The site should not be allowed to develop as a general industrial area for a variety of reasons:

- (i) Clappison's Corners should be Flamborough's major industrial area and McCoy Foundry should not act as a competitor.
- (ii) McCoy site would be uneconomic to service and the area would be restricted to dry industries for which land is already available in the Township and elsewhere in the Region.
- (iii) It would be costly to provide important fire and police protection whereas Clappison's Corners can be readily serviced from nearby Waterdown.

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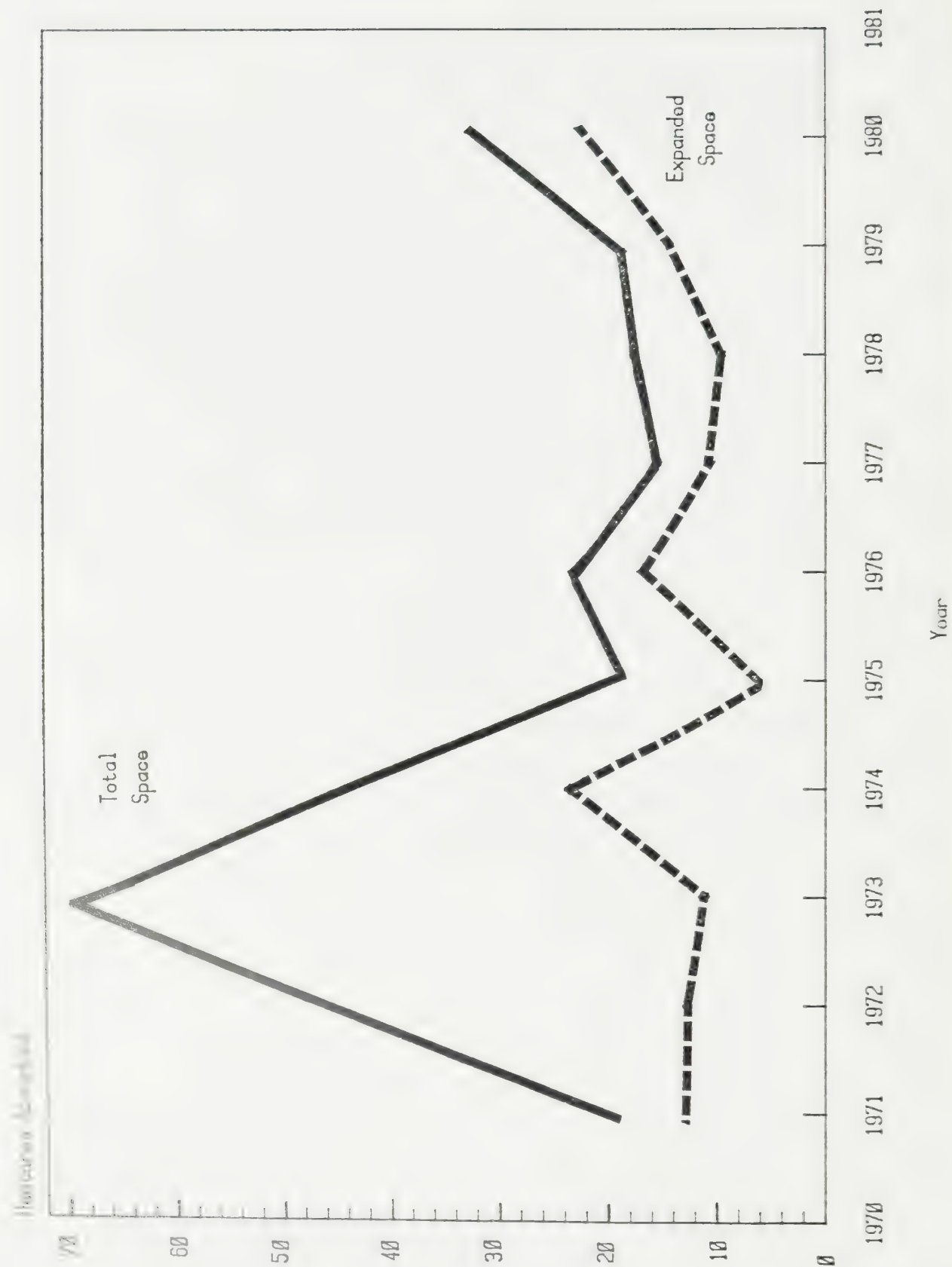
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1 IMPORTANT INDUSTRIAL DEVELOPMENT TRENDS

A Region such as Hamilton-Wentworth needs industrial development to support both population growth and fiscal objectives. In formulating an industrial land development strategy, it is important to understand what has been happening in the past, both in the Region and in competing areas. As input for this report we prepared an exhaustive inventory of industrial land development in the Region and its constituent municipalities, including growth over the past decade. Details of our approach are outlined in the Appendices.

In this opening chapter, we first discuss industrial growth in Hamilton-Wentworth by analyzing land absorption rates, and expansion and relocation of industry by type. Then we look at the Region within its competitive context discussing wider industrial growth patterns and comparing it on a performance basis to these other areas.

Exhibit 1.1 Demand For Industrial Land Has Been Variable



A. INDUSTRIAL GROWTH IN THE REGION

Hamilton has been historically the hub of industrial activity within Hamilton-Wentworth. The City boasts a solid primary metal manufacturing base strongly anchored around STELCO and DOFASCO; two of Canada's largest steel companies. The existence of these two industrial giants, employing over 27,000 people, makes Hamilton Canada's foremost producer of hot and cold rolled steel. While manufacturing is oriented toward steel fabrication, a trend to a more diversified industrial economy has begun to emerge in the Region over the past decade. An expanding industrial base has also brought with it a changing distribution of industry between the various area municipalities - and demands for new types of industrial land.

INDUSTRIAL BASE IS EXPANDING

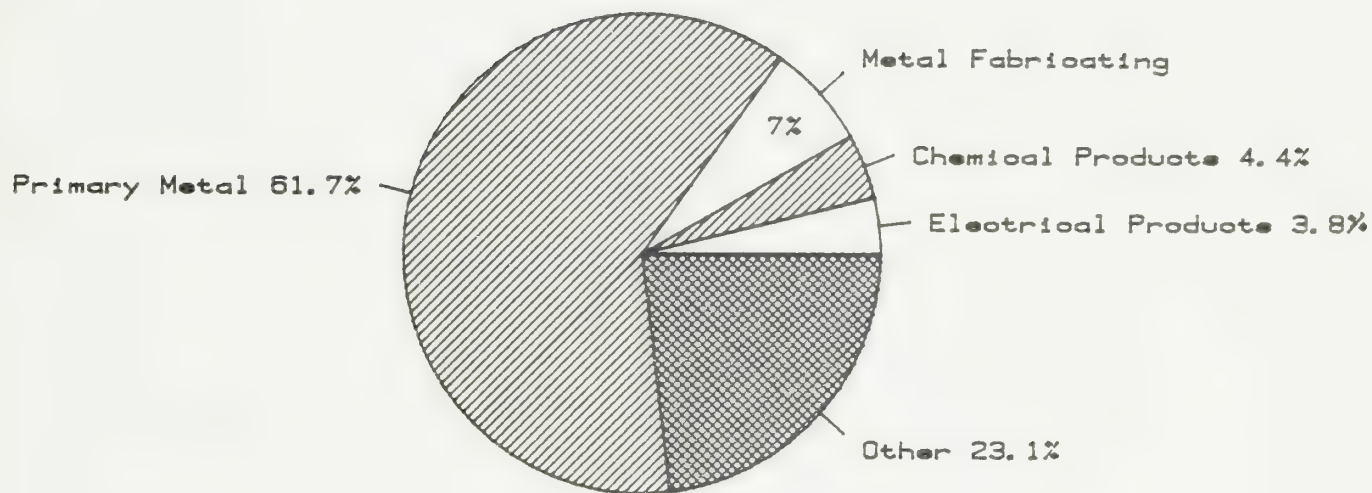
By analyzing both industrial land absorption from 1971 to 1980, and overall growth within Hamilton-Wentworth's industrial sectors, it is evident that traditional patterns in the Regional industrial base are beginning to change.

- Annual absorption has averaged 30 hectares (75 acres, per year over past ten years. Land absorption has been quite variable over the period with a distinct peak noticeable between 1972 and 1974 (Exhibit 1.1). Growth has occurred through the expansion of existing industries and relocation of new industries both within the Region and from outside. On site industrial expansion accounted for 45 percent of overall 1971-80 land absorption compared to 55 percent for relocating

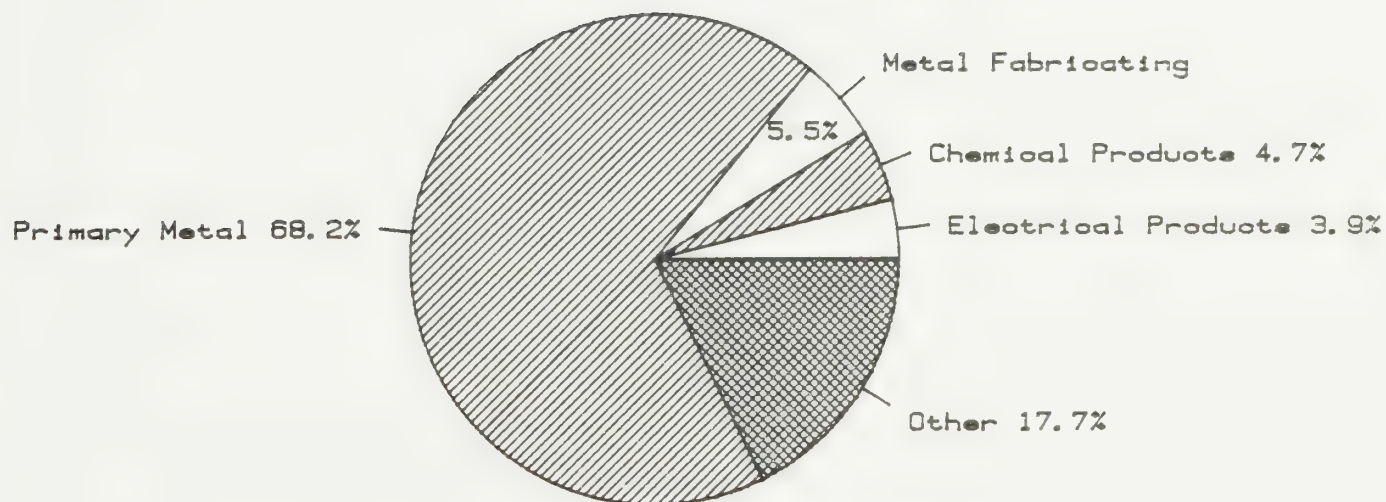
industries. Despite recessionary times, 1980 saw a substantial gain achieving 32 hectares (80 acres) of growth.

- Early 70's growth was strongly influenced by a few large, new companies. The notable peak in 1973 reflects broader trends seen in many of Ontario's industrial areas and coincides with a major economic growth period in the Province. Following a decline during the early 1970's the peak in Hamilton-Wentworth, in addition to benefitting from the overall economic expansion, was also influenced strongly by the relocation of a few large industries to the Region. For example, in 1972 Crane Packaging Co. and Enfield Warehousing occupied together 14 hectares (35 acres); E.D. Smith and Allan Fair Excavation located in the Region in 1973 taking up 43 hectares (105 acres); and in 1974 Orenstein and Koppel located on 3 hectares (7 acres) in the Region.
- Expanding industries have accounted for a relatively steady 14 hectares (35 acres) per year over the decade. From 1976 to 1981 expansion has been even more significant accounting for 70 percent of growth or 21 hectares (53 acres) annually. This trend is due, in part, to an unpredictable economic climate, but also reflects a general lack of suitable, well-planned industrial land to attract new industries to the Region. Thus expansion has accounted for the bulk of land absorption over the past 5 years.

Exhibit 1.2 Dominance of Steel-Related
Industries Has Decreased



1980 % of Total Industrial Floor Space



1970 % of Total Industrial Floor Space

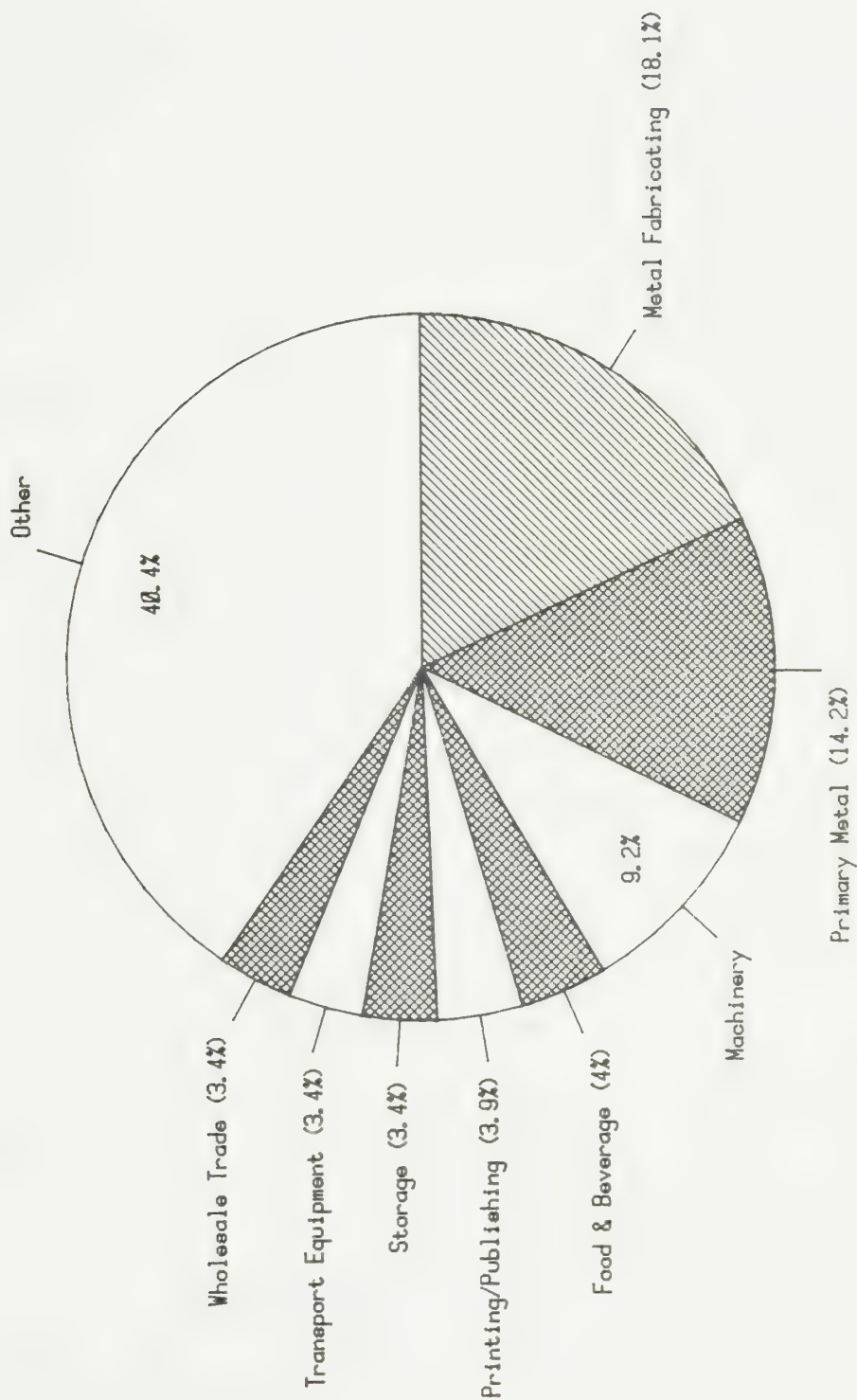
GROWTH HAS BROUGHT DIVERSIFICATION

Over the past decade, the Region's industrial base has seen some significant changes in the type of industry attracted, and in the general growth patterns of its original base. There have been three major shifts:

1. Decreased importance of steel-related industry.

While this industrial sector has grown, expansion within other industrial categories has been proportionately larger, with the result that primary metal industry has decreased from 68.2 per cent to 61.7 per cent of occupied industrial building space (Exhibit 1.2). Also decreasing slightly in importance have been chemical and electrical products industries. The "other" category noted in the Exhibit includes less significant manufacturing sectors as well as those uses classified as miscellaneous in the Standard Industrial Classification Manual.

2. Strong growth in other industrial sectors. Several new industrial groupings began to emerge in the Region over the 1971-80 period, including machinery, food, beverage, printing, and publishing. They accounted for 9.2, 4.0 and 3.9 per cent of growth respectively (Exhibit 1.3). Other expanding groups include storage, transportation equipment and wholesale trade. It should be noted that "growth" in industrial sectors can be significantly influenced by the expansion or relocation of one large industry. The "other" category accounted for 40 per cent of the growth during the decade indicating further, a trend to industrial diversification.



Hamilton-Wentworth % Industrial Growth 1971-1980
New and Expanded Space

3. Overall growth heavily oriented towards lighter industries. Over the past ten years, Hamilton-Wentworth witnessed a marked expansion of the lighter manufacturing sector (Exhibit 1.4). Light industries are defined in general as being both leasees usually in large multiple buildings or owners in single use buildings of various sizes. Buildings are usually one storey and well furnished and contain approximately 15 percent of office space. In general, densities of roughly 50 percent coverage allowing room for expansion and concealed loading areas are standard. Examples of such industries are storage facilities, wholesale trade and warehousing space, small electrical products manufacturers, printing and publishing firms, high technology industries, clothing and knitting enterprises, furniture fabricators, etc. This reflects province-wide trends to slower growth in traditional heavy industries and accelerated growth in lighter industrial sectors.

DEMAND IS FOR INDUSTRIAL PARKS

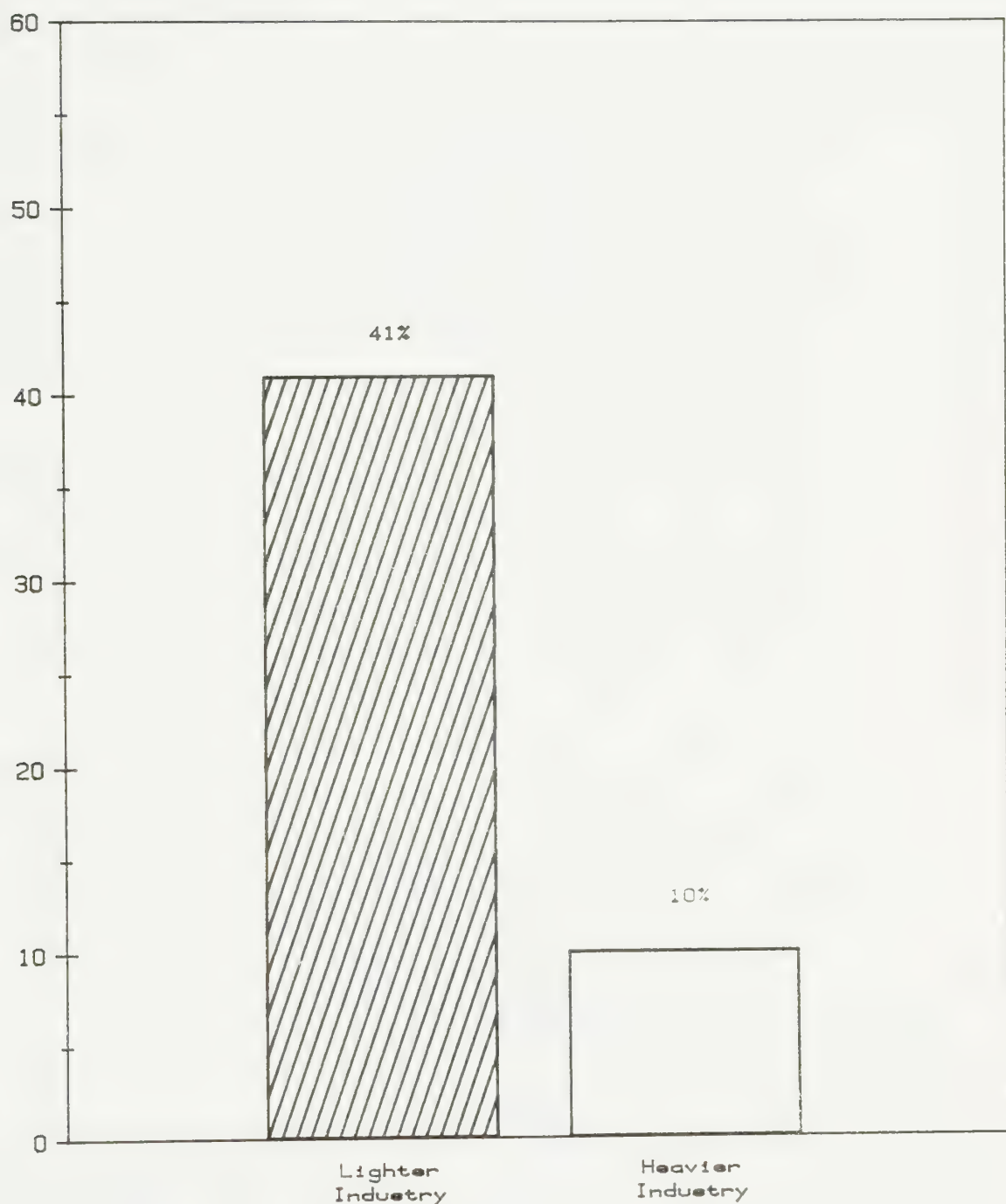
This trend to lighter industrial users has brought with it new demands on the type and location of industrial land which industry seeks.

* Access and exposure are of prime concern.

Ease of access to major arterials is central to the location decision of many firms. For smaller

Exhibit 1.4 Lighter Industries Growing Fastest

Total Growth
1971-1980



Average for All Industries: 13.7%

firms, many of which are directly geared to local consumer or product markets, speed and ease of access to markets and supplies are very important. Access for employees is also important. In addition, many firms, particularly large well-known businesses, are increasingly anxious to gain name recognition related to their plant through exposure to major arterial roads.

- Prestige park-like setting is also being demanded. New lighter, cleaner industries are increasingly unwilling to locate in generally unplanned, disorganized industrial areas. Instead, they prefer to locate in a planned, serviced industrial park with its own internal road network, with adequate setback and landscaping requirements, limitations on "dirty" industries and outside storage, and offering some related commercial activities such as banks and restaurants.

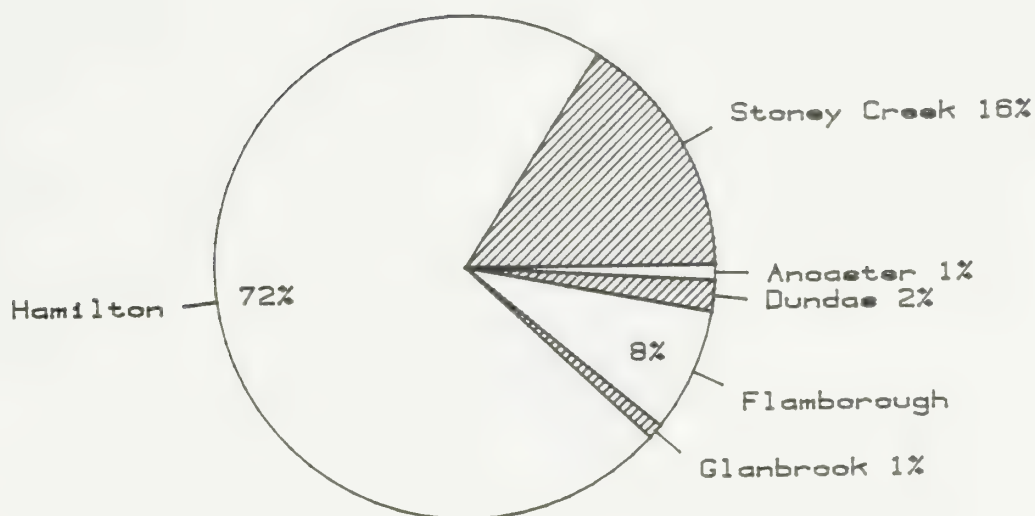
It is within this framework that Hamilton-Wentworth must address an industrial land strategy. While the Region possesses some industrial park-like areas, a more planned approach to industrial land development will be needed in the future.

CHANGING DISTRIBUTION WITHIN THE REGION

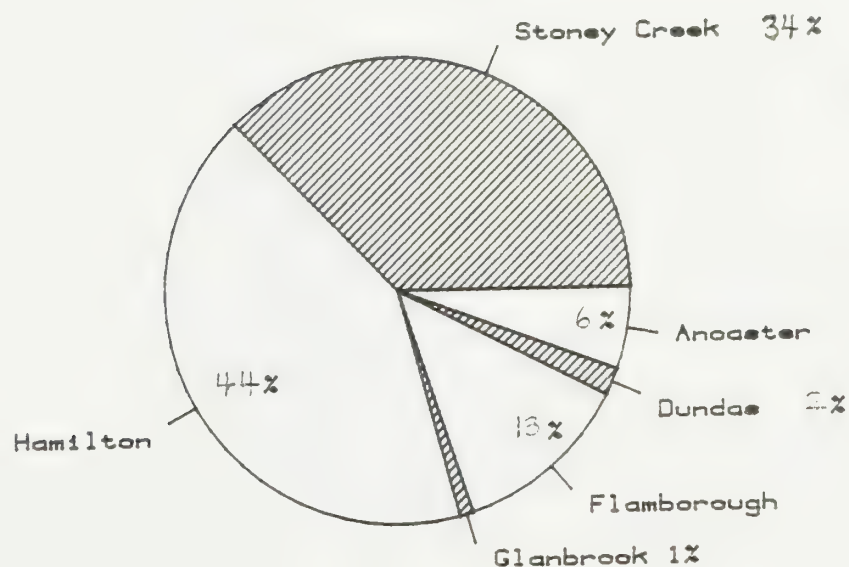
The distribution of occupied industrial land is shifting in Hamilton-Wentworth (Exhibit 1.5). Note that while the City of Hamilton accounted for 72 per cent of all industrial acreage in 1980, its growth over the 1971-80 period was

Exhibit 1.5

Distribution of Occupied Industrial Land is Changing



1980 % of Occupied Industrial Land in the Region

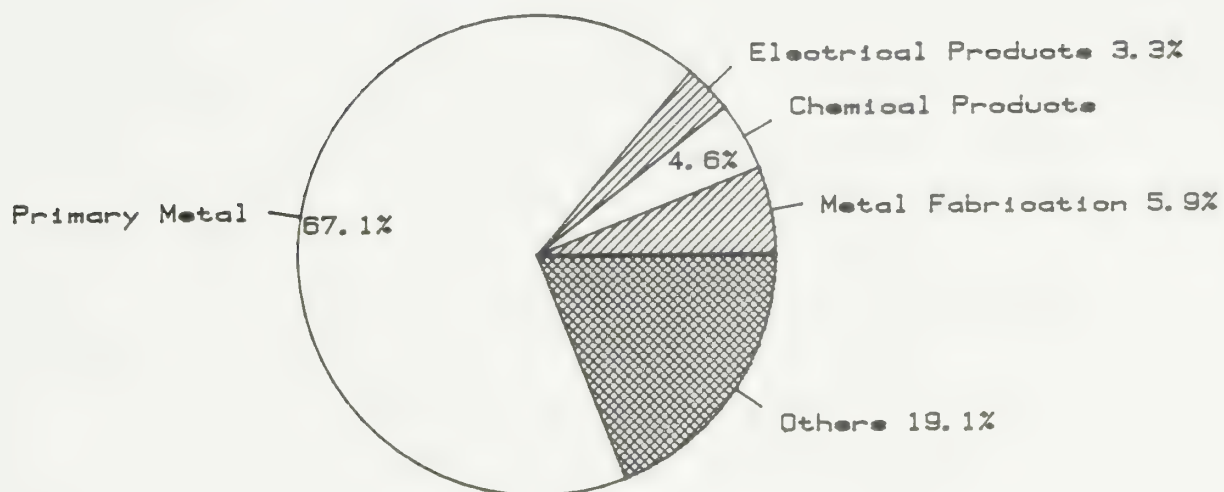


1971-1980 % Total Regional Growth

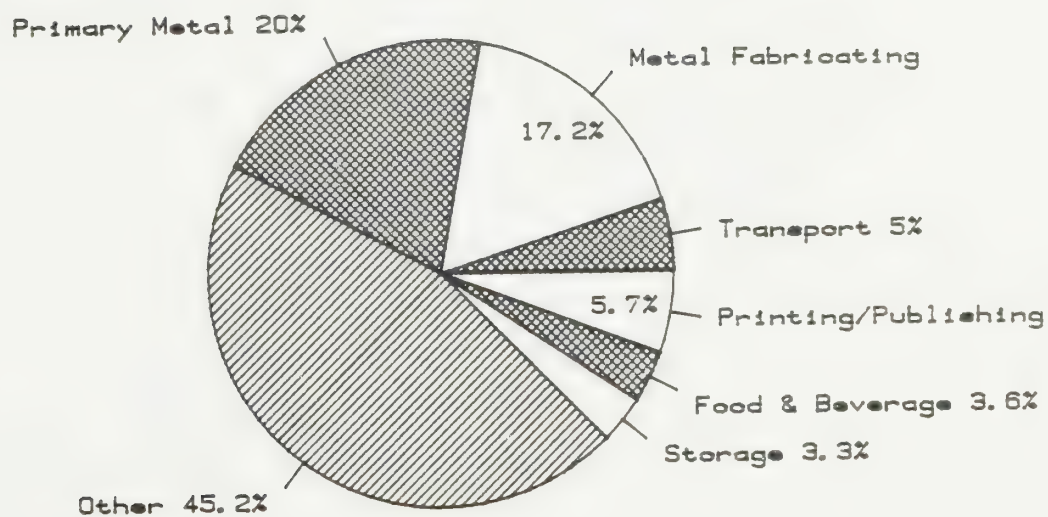
about 44%. During the same period Stoney Creek, Flamborough and Ancaster also showed growth above their total 1980 market share. A brief analysis of these changes and industrial sector growth is presented for each of the Region's constituent municipalities.

- Hamilton, as might be expected, is still oriented heavily toward the production of primary metal products, but a shift to a more diversified industrial economy can be seen in its industrial growth 1971-80 (Exhibit 1.6). During this period primary metal manufacturing accounted for 20 percent of industrial growth, most of which resulted from the continued expansion of both STELCO and DOFASCO. More importantly, however, is the fact that storage, food and beverage, transportation and printing and publishing industries all showed improved growth. Absorption of industrial land has been cyclical but a general decline in hectares absorbed per annum is evident (Appendix C). Average absorption for the decade was 13 hectares, but none of the last six years attained this average level indicating that industry is beginning to shift out of Hamilton proper as industrial land becomes increasingly scarce.
- Stoney Creek absorbed an average of 10 hectares (25 acres) per annum over 1971-80 period (Appendix C). After a strong showing in the early 1970's, absorption dropped through 1976-79, but rebounded sharply in 1980 out-performing Hamilton by more than 13 hectares (33 acres). Absorption of almost 20 hectares (50 acres) in 1980 was second only to 1973's total of almost

Exhibit 1.6 Hamilton is Shifting Away from
Heavy Steel Emphasis



1980 % Total Industrial Floor Space



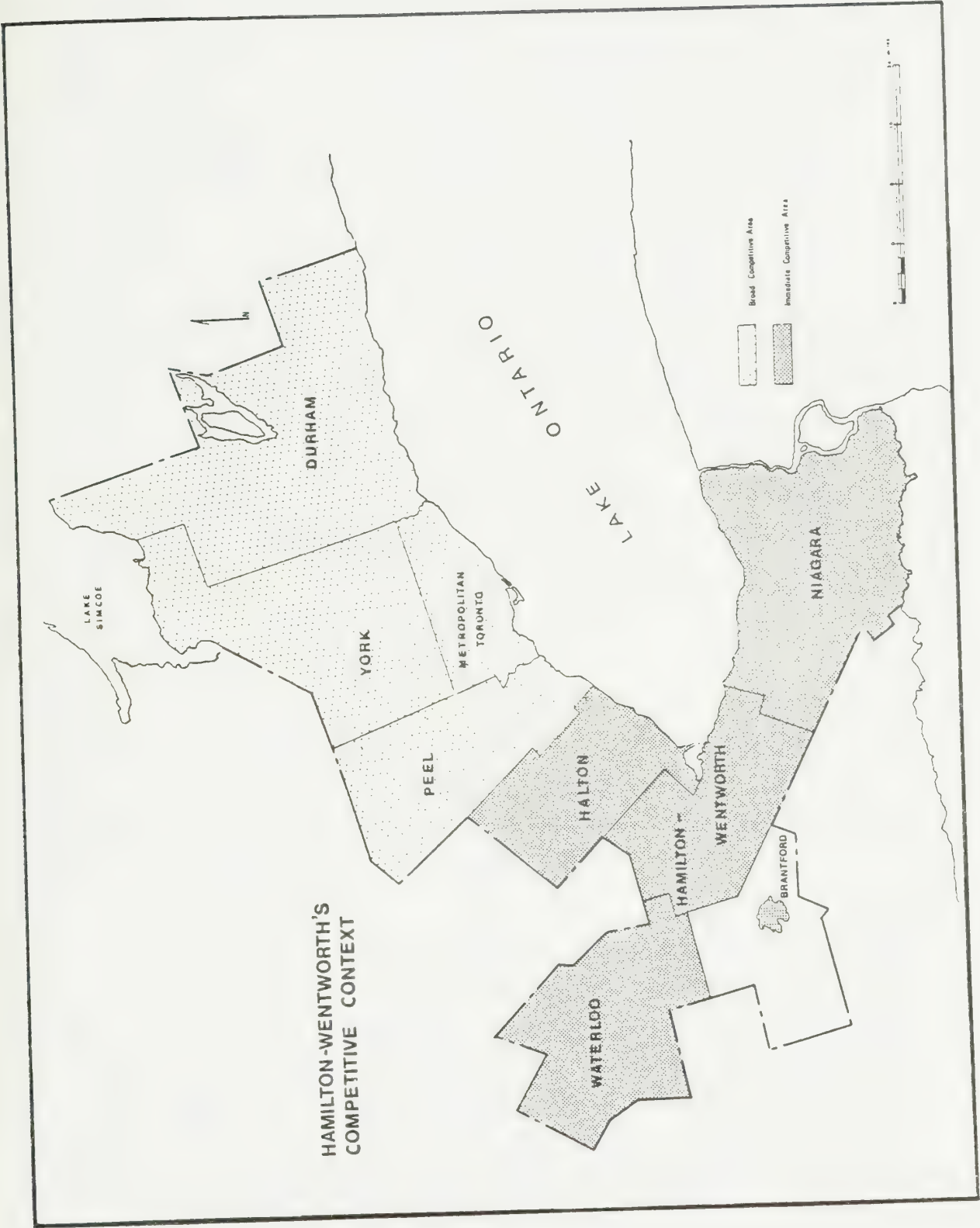
1971-1980 % Growth in Total Floor Space

32 hectares (80 acres), but arrival of one company E.D. Smith Co. Ltd. required approximately 24 hectares (60 acres) of 1973 total.

- metal fabricators and electrical products industries comprise the largest sectors at 21.3 per cent and 10.6 per cent respectively. The groupings showing the most growth (71-80) are metal fabrication (24 per cent) machinery industry (11.4 per cent), textiles (10 per cent) electrical products (8.2 per cent) and wholesale trade at 5.2 per cent (Appendix C). It is important to note that most of Stoney Creek's industrial development during that period was new and of a more diversified industrial nature.
- Flamborough is beginning to increase its share of occupied industrial land and also shows a trend to a diversified industrial base with food and beverage industries accounting for 18.8 per cent of occupied industrial space.
 - several emerging growth sectors (Appendix C) are apparent with chemical products (12.3 per cent) transportation (10.6 per cent), food and beverage (9 per cent), wholesale trade (7.3 per cent) and transportation equipment (5.8 per cent) all showing strength. Much of the recent growth has been of this lighter industrial variety.
 - industrial absorption has been cyclical but a general increase can be noted toward the latter part of the decade with the last three years all showing higher than average figures.

- Other municipalities have traditionally had less impact on the Region's industrial composition.
 - Dundas has seen little growth in the past decade with the exception being 1974 and the establishment of Orenstein and Koppel, heavy equipment manufacturers. Of the 37,500 square metres (404,000 square feet) of space added between 1971-80, 23,000 square metres (248,000 square feet) was accounted for by O & K in the machinery manufacturing sector. Land absorption was also correspondingly low with the exception of 1974 (Appendix C).
 - Glanbrook has limited industrial inventory amounting to less than 45,3000 square metres (112,000 square feet). Six sectors are represented in the municipality (Appendix C) but only three showed substantial growth during the last decade; special trade contractors (32.7 per cent), metal fabrication (23.2 per cent), and food and beverage at 10.8 per cent. While occupied space and land absorption totals are low, Glanbrook did expand on its base by 35 per cent, which bodes well for future industrial expansion.
 - Ancaster has been traditionally a residential community with only 4,600 square metres (50,000 square feet) of occupied industrial building space. However, this base increased by more than five times over the 1971-80 span. Storage (52.6 per cent), metal fabrication (11.4 per cent) and electrical products industries (10.9 per cent) grew the fastest. Absorption

rate was minimal in most years with the exception of 1974 when 18 hectares (45 acres) were required for outside storage of heavy construction equipment (Appendix C).



B. COMPETITIVE CONTEXT

The Regional Municipality of Hamilton-Wentworth is situated centrally within the most industrially prosperous region of Canada, "The Golden Horseshoe". In close proximity to Hamilton-Wentworth's western boundary is the Region of Waterloo which includes the cities of Cambridge, Kitchener and Waterloo and several smaller municipalities. Industrial operations located within these areas are not only central to a majority of Canada's population, but also are proximate to the American northeast, an area that boasts the greatest population concentration and the largest industrial product markets in the United States.

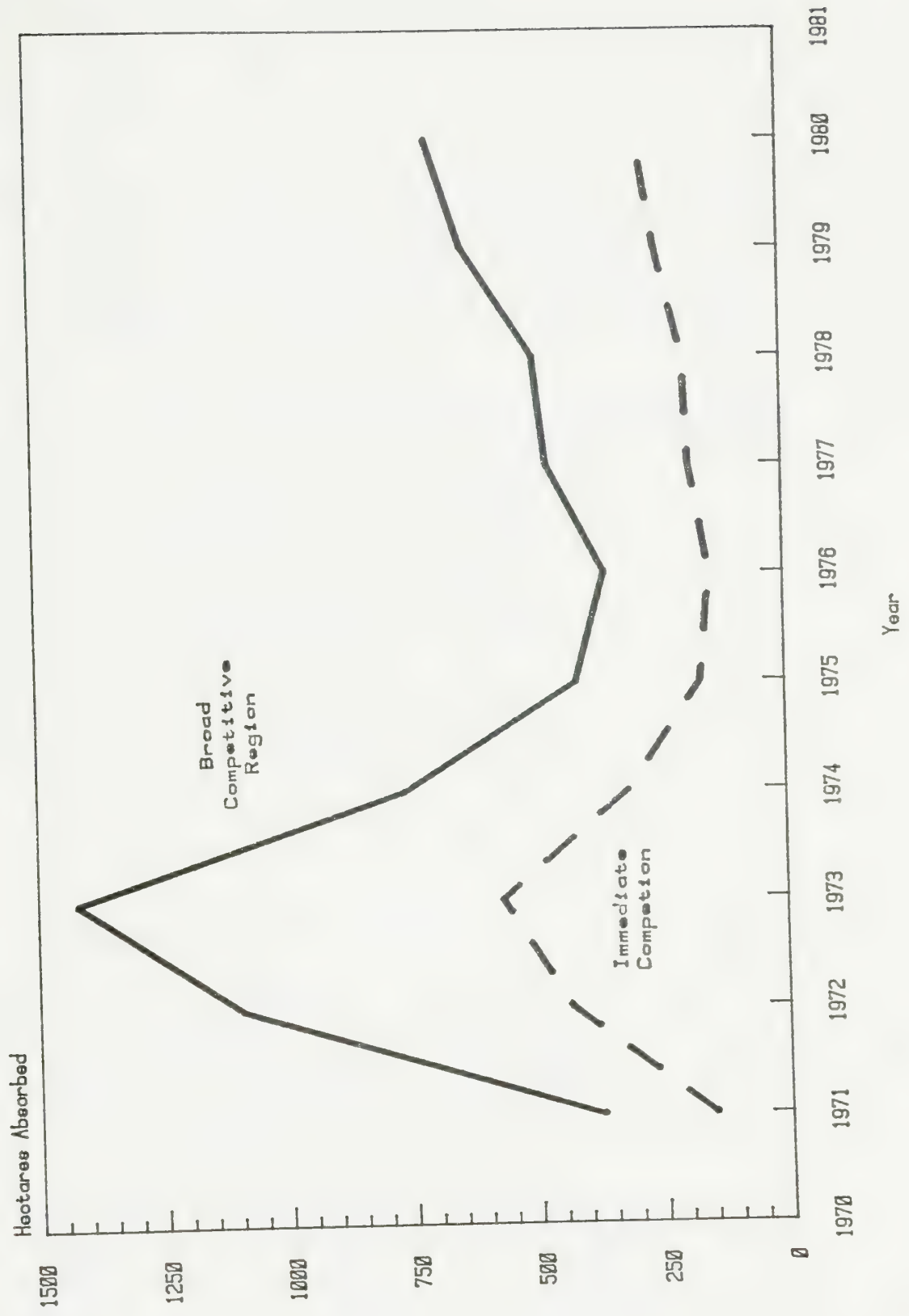
REGION PART OF TWO MARKET AREAS

Hamilton-Wentworth can be described as being a component in two market areas; the "broad, Golden Horseshoe/Triangle area" (broad competitive area), and its "immediate competitive" environment (Exhibit 1.7).

1. Broad competitive area includes Metropolitan Toronto, the Region of Waterloo, the City of Brantford and all of the regional municipalities bordering Lake Ontario from Durham through Niagara. This region is experiencing continuing industrial growth from both expanding and relocating operations. These firms are taking

Broader Market Demand - Strong but Erratic

Exhibit 1.8



advantage of good transportation and labour pools and proximity to Canada's largest urban market. Approximately 1/3 of Canada's buying power lives within 160 kilometres (100 miles) of Hamilton-Wentworth.

2. Immediate competitive environment includes Brantford and the Regions of Halton, Niagara and Waterloo. Within this boundary, Halton has seen the largest rate of industrial land absorption at 83 hectares (205 acres) per annum, followed by Niagara with 71 hectares (175 acres), Waterloo at 63 hectares (155 acres), and Brantford absorbing 20 hectares (50 acres) per annum. The immediate competitive environment has consistently accounted for about 40 per cent of industrial absorption in the broad competitive area.

BOTH AREAS SHOW VARIABLE GROWTH

Both the broad and immediate competitive environments have shown cyclical growth over past decade (Exhibit 1.8). The past four years have seen an increase in industrial land absorption after a relative slowdown during 1975 and 1976.

- Notable peak occurred in both areas in 1973-74 period. As in the rest of the country and the Province, both competitive areas experienced a substantive surge in industrial expansion during this period following the general decline of the 1970 to 1972 period. Ontario-wide industrial building permit values peaked in 1974 at \$530 million dollars, an increase of

EXHIBIT 1.9

REGION'S INDUSTRIAL LAND ABSORPTION LOWEST OF ALL AREAS EXCEPT BRANTFORD

<u>Area</u>	<u>Average Absorption (hectares/yr. 1971-80)</u>
Hamilton-Wentworth	30
Durham	35
York	55
Peel	191
Halton	83
Niagara	70
Waterloo	63
Brantford	20

125 per cent over the first two years of the decade.

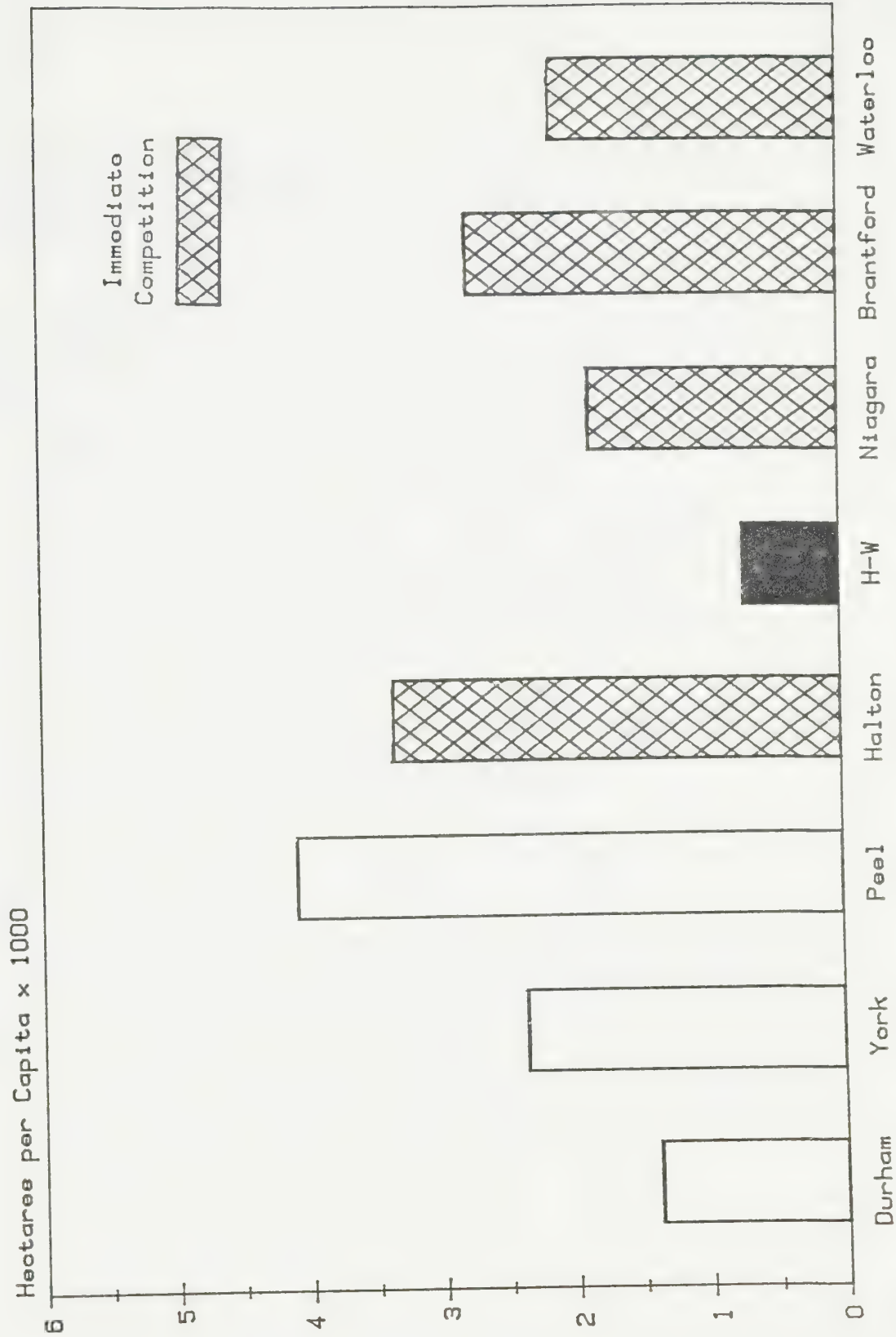
- Toronto centered area has shown most growth.
Over the decade 1971 to 1980, total land absorption in Metro, York, Peel and Durham was close to 4,000 hectares (10,000 acres). Halton, Hamilton-Wentworth and Niagara ranked second at 1,822 hectares (4,500 acres). The City of Brantford and Waterloo Region together accounted for 850 hectares (2,100 acres) over the decade.

HAMILTON-WENTWORTH LAGS COMPETITION

Hamilton-Wentworth has been losing a portion of its market share to competing Regions. While the Region has expanded its industrial base in recent years, it has not done so at the rate experienced in adjacent municipalities.

- Broad competitive area has been expanding faster than Hamilton-Wentworth. In the early 1970's Hamilton-Wentworth accounted for better than 5 per cent of industrial growth as opposed to less than 4 per cent in the late 1970's, a drop of 7 hectares (17 acres) per annum.
- Hamilton-Wentworth's relative decline more apparent in terms of its "immediate" competition. The Region's industrial market share within this more local competitive area has decreased from 14 per cent to 10 per cent over the past decade. Simple maintenance, therefore, of this reduced portion of the industrial

Hamilton-Wentworth Has Performed
Well Below Other Areas



growth pie should not be acceptable to the Region since its share has declined in relative terms to its immediate competition.

- Industrial land absorption less than all other areas, except Brantford (Exhibit 1.9). Hamilton-Wentworth's 10-year absorption was considerably less than the immediate competitive area and exceeded the City of Brantford by only 100 hectares (250 acres) over the entire decade. Over 1971 to 1980 the Region absorbed 64 per cent less industrial land than Halton, 57 per cent less than Niagara and 52 per cent less than Waterloo Region.
- On a population basis Hamilton-Wentworth's performance has been even poorer (Exhibit 1.10). Using industrial land per capita as a yardstick to compare Regions, Hamilton-Wentworth has absorbed 0.7 hectares (1.7 acres) per capita over the decade. Durham, considered one of the more remote locations for industry in the broader competitive area, about doubled Hamilton-Wentworth's rate at 1.9 hectares (3.2 acres) per capita. In the immediate competitive area, Niagara Region comes closest to Hamilton-Wentworth but is still substantially above at 1.9 hectares (4.7 acres) per capita.

2 INDUSTRIAL LAND STRATEGY FOR HAMILTON-WENTWORTH

As detailed in the preceding chapter, Hamilton-Wentworth's industrial base has been expanding, but not at the rate of either nearby municipalities or those in the rest of the Golden Horseshoe area. In fact, the Region's overall performance has been much lower than any other comparable municipality.

The Region has been attempting to improve its position. Two specific initiatives, a marketing strategy developed by the Economic Development Department and the Official Plan designation of five industrial-business parks, are discussed below. Both are necessary steps if Hamilton-Wentworth hopes to attract more industry.

In this chapter, we take the existing strategy a step further by establishing a goal for the Region to increase its market share and identify specific areas where efforts will likely have maximum effect. The chapter concludes with our four step strategy recommendations.

A. CURRENT INITIATIVES

Regional politicians and officials have been aware of Hamilton-Wentworth's limited success in generating industrial employment in recent years. Providing suitable industrial park type land and an active marketing strategy are the first two initiatives taken.

MAJOR CONSTRAINTS BEING ADDRESSED

Although the past 10 years have seen Hamilton-Wentworth losing ground to competing Regions, two important initiatives have been taken to reverse this trend.

Lack Of Industrial Park Land And Image Have Held Back Region's Development

There is a shortage of well planned, serviced industrial land in Hamilton-Wentworth. From our experience, this can be a major deterrent to new firms locating in the Region and a reason why firms leave. A recent study done for the Region confirmed this view*. Furthermore, speculative construction of industrial buildings - an important asset for the Region in attracting some types of new industry - rarely occurs outside of organized industrial areas. Developers of speculative space normally look for attractive surroundings and established market momentum before investing.

* "Action Plan For Economic Growth", Currie, Coopers and Lybrand Ltd., 1982

The success of competing areas such as the Reimer Executive Park in Halton and numerous other industrial areas throughout the Golden Horseshoe is clear indication that modern industries are demanding this type of park-like environment. A combination of well laid out road networks, adequate setbacks and landscaping requirements and in some cases restrictions on exterior finishing and outside storage have come to be standard features of industrial areas. With the possible exception of Storey Creek, which is a linear industrial park, Hamilton-Wentworth has been at a competitive disadvantage in supplying similar types of industrial environment.

Hamilton's image as a heavy steel based industrial area has also been a negative factor. While certainly a mistaken impression regarding the entire Region and the majority of Hamilton City proper, the exposure the steel industry has to the Burlington Skyway leaves the passing traveller with the idea that Hamilton is a dirty and uninviting place either to live or to locate an industry.

Promotion Program Underway To Change Image

The Economic Development Department, since its inception in mid 1979, mounted a substantial promotion campaign aimed at changing the Region's image.

Exhibit 2.1

SINCE ITS MID-1979 START, ECONOMIC
DEVELOPMENT DEPARTMENT MAKING SIGNIFICANT GAINS

<u>YEAR</u>	NUMBER OF	
	<u>INQUIRIES</u>	<u>NEW PLACEMENTS</u>
1976	171	113
1977	252	130
1978	212	126
1979	218	141
1980	348	156
1981 (6 months)	240	66

*Source: "Second Quarter Report", July 1981, Economic
Development Department*

- Promotion has stressed quality of life in the Region. In addition to a traditional focus on industrial opportunities, the Economic Development Department literature gives wide coverage to the environmental, social and cultural qualities of the Region. Specifically, the marketing strategy has attempted to change the image of Hamilton-Wentworth to one of a quality environment within which to live and work.
- Campaign showing some success. Inquiries increased from 218 in 1979 to 348 in 1980 and 240 for the first half of 1981. Firms placed increased 13% to 159 in 1980 although first half 1981 placements are down. (Exhibit 2.1)

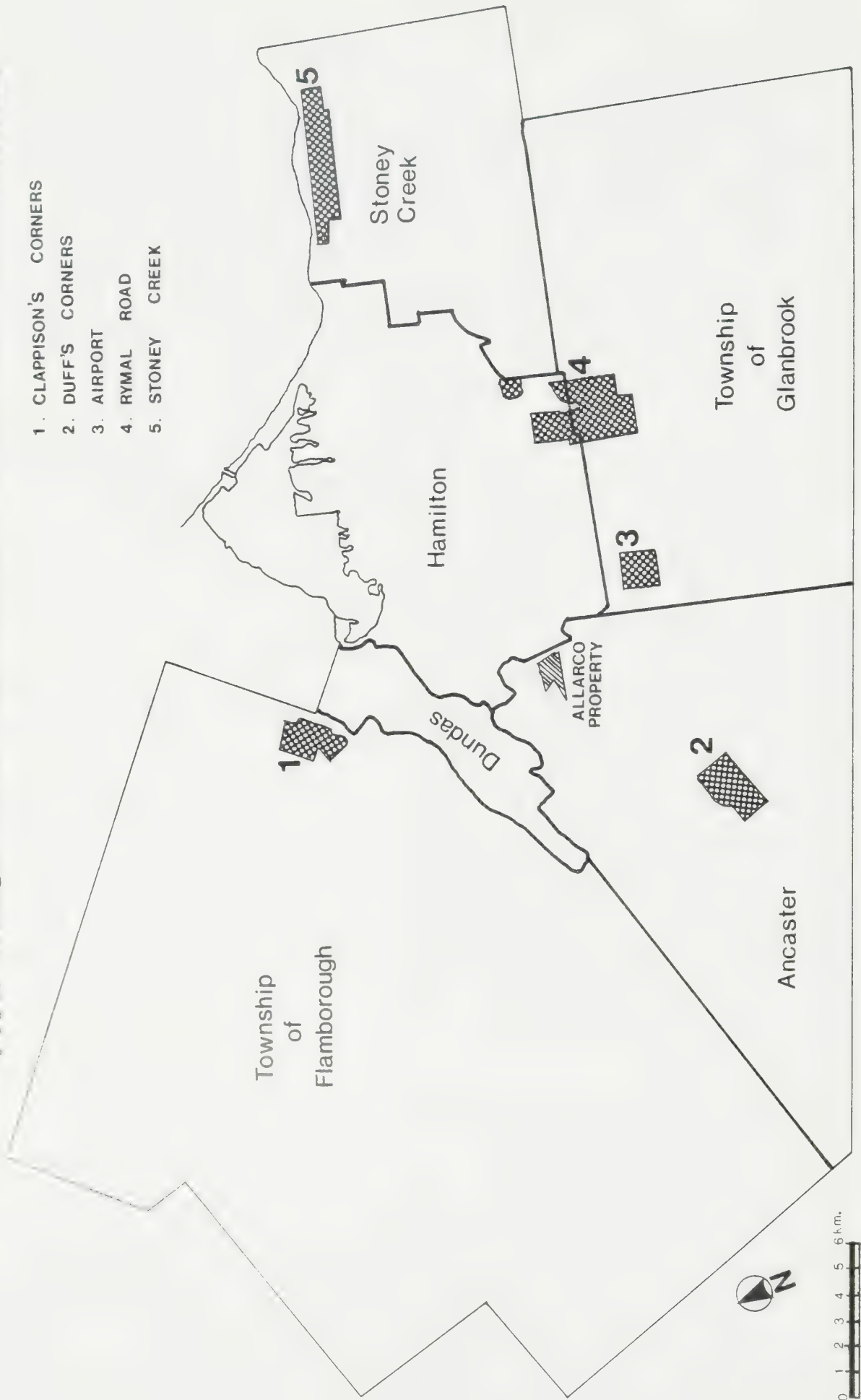
Business-Industrial Parks Have Been Designated

In its Official Plan, Hamilton-Wentworth has designated five Industrial-Business Parks, (Exhibit 2.2) the intent of which is to provide fully serviced industrial land to encourage industrial employment growth and to provide adequate choice for prospective industries. Not all the parks are of equal attractiveness to prospective industries. Three of the designated areas are extensions of existing industrial areas while the remaining two are new. A sixth area, the Allarco property, has recently been approved by the Ontario Cabinet after an extensive OMB hearing.

- Stoney Creek Industrial-Business Park is a linear designation covering 485 hectares (1,200 acres) of which approximately 120 hectares (300 acres) are occupied (Exhibit 2.3) along the Queen Elizabeth Way. The Park is an extension of the existing industrial strip development in Stoney Creek. The entire area is to be serviced within the current five year capital plan period.

FIVE INDUSTRIAL-BUSINESS PARKS ARE DESIGNATED

1. CLAPPISON'S CORNERS
2. DUFF'S CORNERS
3. AIRPORT
4. RYMAL ROAD
5. STONEY CREEK



- Rymal Road Industrial Business Park is located in both the City of Hamilton and the Township of Glanbrook. The Park is large, covering 750 hectares (1,850 acres) of which 490 hectares (1,200 acres) are in Glanbrook. Less than 5 percent of the total park is occupied. Trunk services are now available to the site.
- Duff's Corners Industrial Business Park in Ancaster totals 285 hectares (700 acres) of which less than 20 hectares (50 acres) is currently occupied. Trunk services are available to the site or are budgeted for 1981 construction. This will accommodate approximately 110 hectares (270 acres) of additional development. Sewer improvements will be made which will open the remainder of the park as needed within the context of the current capital budget.
- The Airport Industrial Business Park is one of the two totally new designated industrial areas. Located directly north of the Mount Hope Airport this parcel covers approximately 120 hectares (300 acres). Water services will be made available as part of the planned Airport expansion by 1986 at the latest. Sewer services can be provided in conjunction with further expansion of the Airport.
- Clappison's Corners Industrial Business Park is the second newly designated area. Located at the intersection of Highways 6 and 5 this parcel is 265 hectares (650 acres). Capital budget allocations have been made for design and construction to provide sanitary servicing to the area by 1986. A mix of mainly commercial uses are located along Highway 5 frontage and a golf course fronts on Highway 6.

Exhibit 2.3

SUBSTANTIAL PARK LAND DESIGNATED

<u>PARK</u>	<u>AREA</u>		<u>TRUNK</u>
	<u>HECTARES</u>	<u>(ACRES)</u>	<u>SERVICING</u>
	<u>AVAILABLE</u>	<u>OCCUPIED</u>	<u>STATUS</u>
Stoney Creek	365 (900)	120 (300)	Total Park within five years
Rymal Road	715 (1760)	35 (90)	Available
Duff's Corners	265 (650)	20 (50)	Partly serviced with improvements planned
Airport	120 (300)	-	Water by 1986 Sewer depends on future airport expansion
Clappison's Corners	265 (650)	Some limited strip commer- cial	By 1986
Allarco Property *	80 (200)	-	Partly serviced remainder as needed

* Subject to Cabinet approval.

- The Allarco Property located at the intersection of Highways 10 and 403 has recently been given Cabinet approval to proceed as an industrial area. Its current good location will be enhanced by the construction of the East-West Freeway scheduled for 1985 at the earliest. The parcel totals 80 hectares (200 acres), and will likely be available for development by 1983 or earlier depending on planning approvals. Some servicing improvements will be required to open up the entire parcel, but Regional Engineers are confident that they will not be a constraint.

In summary, the Planning and Development and Economic Development Departments of the Region are attempting to remedy the major constraints to industrial development in Hamilton-Wentworth. Although substantial acreage has been designated, not all of it will develop at the same rate. The promotion campaign has shown definite benefits.

B. SETTING A GOAL

The next step in the Region's attempt to attract new industry must be to establish an achievable target. In this section of the Chapter we recommend a realistic goal for Hamilton-Wentworth industrial land absorption over the planning period.

GOAL MUST BE TO INCREASE MARKET SHARE

Having tackled the two most pressing constraints to growth, the Region should accelerate industrial development beyond its early 1970's position in order to compensate for the relative losses of the mid and late 1970's. Fortunately, there is a sound economic base within the Golden Horseshoe/Golden Triangle from which to build.

Overall Industrial Growth Anticipated

In the general market area of the Golden Horseshoe plus Waterloo Region and Brantford, healthy industrial growth has occurred over the past ten years despite unsettled economic times. The area has performed well even during the period of rapidly increasing energy costs of the early 1970's and the more recent round of interest rate hikes. As the industrial heartland of Canada and a major supplier of both consumer and commercial/industrial goods to the U.S. north eastern market, the Golden Horseshoe/Triangle will likely weather future economic crises equally well.

Within the total area, Hamilton-Wentworth's immediate competitive area of Halton, Niagara, Waterloo, and the City of Brantford, has been able to capture 40% of the land absorbed consistently over the past 10 years. This is a particularly good performance considering the early and continuing successes of such Regions as Peel and York in attracting industry.

In addition competition is likely to remain strong. Neighbouring municipalities have already established an inventory of zoned and serviced industrial park-type land. These municipalities will continue to do well because:

- they have an established momentum and have concurrently earned the confidence of various developers active in their area
- the existing industrial base will continue to expand
- industrial parks are planned and operational
- and programs of industrial promotion have been organized and implemented

We make the conservative estimate that the demand for industrial land in the immediate competitive area will remain at the 10 year average of approximately 270 hectares (660 acres) per year. Not only has this been the average over the past decade, it also approximates the most recent 1980 figure for industrial land absorbed.

Region's Target Should Be 60 Hectares (150 Acres) Per Year
By 1986

At 60 hectares (150 acres) per year, Hamilton-Wentworth would be absorbing approximately 25 per cent of the immediate

area share. Given that the two most serious constraints are now being addressed by the Region, this is a realistic goal for the Region to achieve.

- Absorption has averaged 30 hectares (75 acres) per year over the past decade. Although land absorption has been highly cyclical, peaking in the 1973-74 period at 69 hectares (170 acres), in recent years absorption has been considerably more stable. In 1980, absorption was 32 hectares (80 acres).
- Of the 30 hectares (75 acres), a relatively constant 14 hectares (35 acres) has been for expansion of existing firms. Stoney Creek has attracted the majority of new industries locating in the Region at an average 10 hectares (25 acres) annually. The remaining four hectares (10 acres) has been scattered in various parts of the Region including the Rymal Road Industrial Park.
- Doubling of absorption by 1986 is an achievable goal. Even to re-establish its position of the early 1970's, Hamilton-Wentworth would have to attract 50 hectares (120 acres) per year. Achieving 60 hectares (150 acres) annually would only bring the Region up to Waterloo's rate, and would leave it still far behind its two most competitive areas, Halton and Niagara. If population is used as a yardstick to measure performance, Hamilton-Wentworth at 60 hectares would still be much lower than the immediate competitive area. At 1.5 hectares per 1,000 population the Region would still be less than half Halton's current ratio of 3.4 hectares.

Once the momentum has been established to 1986, there is every expectation that growth could accelerate throughout the 1990's. However, to be conservative we have assumed 1990's will maintain the 1986 level.

Industrial Parks Will Absorb 44 Hectares (110 Acres) Per Year

The bulk of new industrial development throughout the competitive areas, and Hamilton-Wentworth itself, has been from lighter industries. Given that lighter industries prefer industrial park locations, the majority of future growth will be in the designated areas and is likely to evolve as described below.

- Between 1981 and 1986 total annual land absorption should average 47 hectares (115 acres) annually. Building up from the 1980 level of 32 hectares (80 acres) to the 60 hectares (150 acres) goal on a steady basis of approximately 7 hectares (18 acres) per year.
- Of the 47 hectares (115 acres), 65 per cent is likely to locate within industrial parks. This excludes the relatively constant 14 hectares (35 acres) for industries expanding on their own property some of which will occur within designated industrial parks and two hectares (five acres) for miscellaneous small new firms, mainly dirty industries not suited to industrial parks.
- From 1986 on, total regional absorption should stabilize at 1986 level achieving a goal of 60 hectares (150 acres) per year and industrial parks from 1986 on will likely

increase their share to roughly 75 per cent, assuming 16 hectares (40 acres) of expansion and non-industrial park demand will likely remain constant.

WESTERN PARKS WILL BE KEY

To accomplish its goal, Hamilton-Wentworth will have to take advantage of its two most attractive industrial areas, the Allarco property and Clappison's Corners Industrial-Business Park. At the same time, existing industrial park areas can be relied on to maintain their current momentum.

- Allarco and Clappison's Corners are most suited to light industrial development. While Allarco will precede Clappison's Corners by three years, together they are central to the Region's achieving its goal for the following reasons:
 - both are well located to attract the Toronto-Burlington industrial momentum. Industries and industrial developers who erect speculative buildings prefer to locate as close to an established centre of industrial activity as possible. Allarco and Clappison's Corners are both well located to take advantage of established development in Burlington and the Toronto-Burlington corridor.
 - both offer good access and exposure. Allarco is immediately adjacent to Highway 403 and access will be further improved with construction of the East-West Freeway currently scheduled for approximately 1985. Clappison's has direct access to Highway 403 from Highway 6 which also provides good access to Highway 401.

- both are of a suitable size and shape for a well planned industrial park. Allarco, the smaller of the two is still large enough at 80 hectares (200 acres) to accommodate a well planned internal road network and cohesive physical layout needed to establish a distinct character for the Park. Clappison's Corners covers 265 hectares (650 acres) causes no constraints in layout or design, and has the added advantage of a well landscaped golf course that, when developed, will provide an attractive entrance to the park and can accommodate ancillary park users such as banks and restaurants.

Other Industrial Parks have varying constraints. By designating a variety of Industrial-Business Parks, the Region has provided choice for various types of industries having a variety of location requirements. However, none of the other Parks provide as clear an opportunity as Allarco and Clappison's.

- Stoney Creek provides very good exposure along the Queen Elizabeth Way but its linear shape impedes development of a cohesive, well integrated park. Further, limited land is available for those firms preferring a park location but unwilling to pay a premium for highway exposure. Being on the Eastside of the Burlington Skyway causes some constraints on access to western markets due to icing and temporary closings.
- Rymal Road has developed in a haphazard manner with a wide range of user types and an equally wide mixture of building quality and appearance which have set the tone of the entire area. The

grid road network and the shape of the Hamilton side of the park preclude a cohesive integrated industrial park. Further, exposure and access are limited and will only be improved with the construction of the East-West and Red Hill Creek Freeways both of which are scheduled for 1985 but are currently under debate for a variety of reasons. Rymal Road, because of its large size and existing industrial mix, offers an appropriate location for heavier users seeking Industrial Park locations.

- Duff's Corners is relatively remote being at the end of the existing stretch of Highway 403. It has very limited industrial development currently and is poorly located to take advantage of the momentum coming from the main centres of industrial activity along the Golden Horseshoe.
- Airport Industrial-Business Park will attract mainly specialized industrial users. While the Park offers substantial potential for airport related industries and services, it has a limited opportunity for attracting the more standard light industrial user.

ALLARCO & CLAPPISON'S TO TAKE BULK OF DEMAND

As well as being the key to the Region's success, these area's are likely to be fully absorbed the earliest.

- Allarco will be on stream in 1983. For the reasons discussed above, it offers an excellent opportunity for development. In addition, the parcel is mostly

assembled by an experienced industrial developer. Over the three years 1983-86, we estimate as much as 12 hectares (30 acres) (Exhibit 2.4) will be absorbed annually or an average of 8 hectares (20 acres) per year over the entire period. Absorption of the second phase of the site will not proceed until after servicing in 1985 and because it will be competing with Clappison's Corners at the same time, it will likely maintain the 8 hectares (20 acres) per year average. By 1981 the entire park should be full.

- Clappison's Corners will attract the majority of new industrial development. When serviced in 1986, we forecast an absorption rate of approximately 14 hectares (35 acres) per year. Its good location and access plus being in a prime position to capture the Toronto-Burlington momentum are a major advantage. In addition its larger size offers a wide variety of plant locations within the park. After Allarco is full in 1991, Clappison's Corners stands to absorb close to half the total Regional industrial park land demand or 20 hectares (50 acres) per year over the 1990's.
- Other Parks are likely to maintain current level of absorption. Because of their various constraints, each of the three existing Industrial-Business Parks are unlikely to increase beyond its current level. In fact, Duff's Corners could lose some of its momentum likely to develop over the next few years due to unfavourable location compared to Clappison's Corners. Land absorption in the Airport Industrial Business Park will be largely independent of overall industrial trends and is likely to be minimal throughout the 1980's, achieving four hectares (10 acres) per year throughout the 1990's.

Exhibit 2.4

ALLARCO AND CLAPPISON'S CORNERS SHOULD
ABSORB HALF REGIONAL DEMAND AFTER 1986

<u>Projected Land Absorption</u>			
Hectares (Acres)/Year			
<u>Park</u>	<u>1981-86</u>	<u>1987-91</u>	<u>1990's</u>
Stoney Creek	10 (25)	10 (25)	10 (25)
Rymal Road	6 (15)	6 (15)	6 (15)
Duff's Corners	6 (15)	4 (10)	4 (10)
Airport	-	2 (5)	4 (10)
Allarco	8 (20)	8 (20)	-
Clappison's Corners	-	14 (35)	20 (50)
Total	30 (75)	44 (110)	44 (110)

C. AN EXPANDED STRATEGY

With an achievable goal, the Region should strengthen its strategy for encouraging industry to locate and expand there. As a general principle, an expanded strategy should aim a speeding up and further facilitating new industrial development.

To accomplish the goal of doubling average annual absorption, the Region should undertake a four point program:

1. Continue promotion program. The successes that the Economic Development Department have had in its short history indicate that its strategy and focus are appropriate. The promotion campaign should be continued and the current approach maintained.
2. Resolve objections. Clappison's Corners and the Airport Industrial-Business Park have both been referred to the Ontario Municipal Board. The existence of both Parks, and particularly Clappison's Corners, is central to the success of our recommended goal. In the following Chapter we address the issues surrounding the Parks and make recommendations with respect to each.
3. Encourage accelerated servicing of key Parks. 100 acres of the Allarco property are currently serviced but the remaining 100 acres will have to wait. Clappison's Corners, the Park with the greatest potential for assisting in the achievement of the Region's goals will also have to await servicing in 1986. The Regional Planners and Engineers should review both current staging and capital budget allocation for the

entire Region to determine if re-allocations are possible that would speed up servicing. If so, the Region should pursue such changes.

4. Encourage secondary planning for Parks. The approval and development process of all Parks will be greatly accelerated if the local municipalities clarify their intentions for each. We recommend that the Region encourage, and where requested, assist the area municipalities to write secondary plans for each designated area as well as the Allarco property. The secondary plan should specify the overall development concept, land use policies for each area and policies regarding transportation, open space, and other factors that will affect development with the objective to create prestige-type industrial environments.

3 INDUSTRIAL AREAS WITH OMB OBJECTIONS

Objections concerning two of the proposed Industrial-Business Parks have been lodged with the Ontario Municipal Board. Clappison's Corners Industrial-Business Park, one of the Region's prime new industrial locations is being objected to by one landowner who wishes to develop a significant part of the Park as residential. The designation of the entire Airport Business Industrial Park, on the other hand, is being contested. A third parcel of land, the McCoy Foundry property, has been under dispute for several years. In this case, the landowner wishes to expand the area designated for industrial use beyond the 16 hectares allocated.

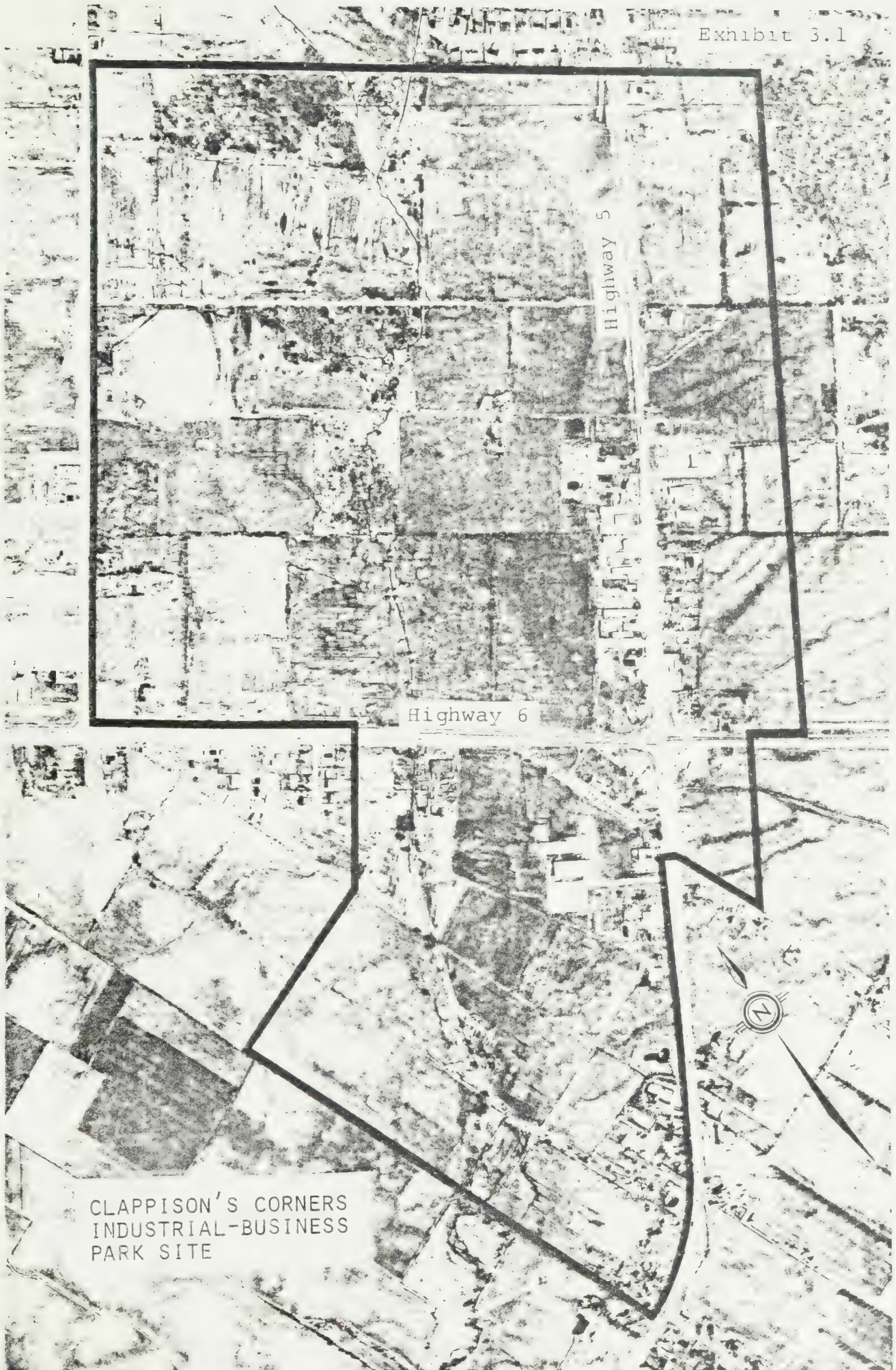
In the light of the discussion in the previous chapters, it is important for the Region to remove as quickly as practicable any constraints affecting its ability to offer prime industrial park space to potential new industries. Therefore, it is important for the Region to resolve these disputed areas, either by negotiation or by OMB decision. The following sections summarize our firm's findings and recommendations with respect to each of the three areas.

A. CLAPPISON'S CORNERS

Clappison's Corners Industrial-Business Park is located in the Township of Flamborough at the intersection of Highways 6 and 5 and covers an area of approximately 265 hectares (650 acres) (Exhibit 3.1). The Park spans both sides of Highway 6. The northeast end of the Park abuts Roblin Garden, a residential subdivision currently under development. A nine hole golf course is located in the park area fronting on Highway 5. Strip commercial development along Highway 5 is also within the designated area as is a drive-in theatre. The remainder of the parcel is predominantly agricultural.

A landowner, Watergate Developments, is objecting to the designation of approximately 55 hectares (130 acres) situated at the northeasterly perimeter of the Park. They argue that the land should be designated residential. The following points summarize our analysis.

1. Clappison's Corners provides the Region's best industrial land resource for attracting new industry. This Industrial-Business Park has several characteristics which make it the Region's best hope to achieve the goal of doubling its annual average absorption by 1986.
 - Well located to attract Toronto-Burlington momentum. As discussed in Chapter 1, Halton's industrial growth has greatly exceeded Hamilton-Wentworth's over the past decade, primarily because of well-located, modern industrial parks. The



CLAPPISON'S CORNERS
INDUSTRIAL-BUSINESS
PARK SITE

Reimer Executive Park alongside the QEW in Halton is one example of this. The Hamilton-Wentworth Region needs a substantial industrial land bank in its western districts to attract industries in the high demand lakeshore corridor.

- Good access to a range of markets. Highway 5 can provide Clappison's Corners industries with quick access to Highway 403 (3 km. distance) and to the QEW (10 km.) for serving Toronto-centred, Niagara, Hamilton and Brantford markets. The same Highway 6 provides access to Highway 401 (23 km.) and the Guelph, Waterloo Region and western Ontario markets, as well as to northwestern Metro. Highway 5 provides more immediate access to other local markets.
- Reasonable highway exposure. While not as good as the Stoney Creek industrial area's exposure to the QEW (or parts of the Allarco lands to the 403), Clappison's Corner's industries will have exposure to two busy Highways 6 and 5.
- Potential to provide quality environment. In addition to the above features, the best industrial areas designed to attract modern industry, provide well planned and maintained, park-like surroundings. The Clappison's Corners area provides this opportunity. Slopes are gradual, minimizing costly grading and the area is well supplied with mature trees. Of particular merit is the existing golf course lands near to the Highways 6 and 5 intersection. This land could provide, when developed for industrial purposes, an excellent, well landscaped entrance to a prestige industrial park and a suitable location for banks, restaurants and other industrial park supporting uses.

2. All 265 hectares (650 acres) of designated lands are needed for industrial development to accommodate anticipated demand. As discussed in the last chapter, the Region will be counting heavily on its western industrial parks (Clappison's Corners and the Allarco Lands) in its efforts to increase its share of the industrial land market. While conservative, the recommended target absorption of 60 hectares (150 acres) per year for the Region is attainable, and still less than immediate competitive regions. In the early 1980's, the Allarco lands must absorb the growth of new industrial park type industries with Duff's Corners also playing an important role. The servicing of Clappison's Corners in 1986, combined with the filling up of the Allarco lands and the lower attractiveness of Duff's Corners compared to the other two, will place high demands on Clappison's Corners from the beginning. An absorption rate of 14 hectares (35 acres) per year in the latter half of the 1980's would be anticipated for Clappison's Corners, rising to 20 hectares (50 acres) per year in the 1990's. At these rates more than the designated land would be needed before the end of the 20-year planning period.
3. Industrial assessment and employment will benefit both the Region and Flamborough. Fully developed, the area will likely have from 10,000 to 12,000 employees at 40 to 50 employees per hectare (16 to 18 employees per acre) and an annual assessment yield of \$4.4 million assuming industrial development at 50% coverage.

4. Industrial-residential buffering can be accommodated within the industrial area. Adequate separation between the future industrially developed lands and the existing residential development to the northeast can be provided through berming and park-like separation according to Ministry of the Environment guidelines. Road networks should be kept separate between residential and industrial areas. Additional protection can be provided by restrictive zoning of the industrial areas adjacent to the buffer to ensure that only light industries with clean, quiet operations are permitted to locate there. The development of a secondary plan and servicing scheme for this area, as recommended in the preceding Chapter, should set out the required parameters for this buffering approach, as well as the locations of the necessary access to Highway 5 from this sector of the Industrial-Business park.

In summary, Clappison's Corners offers the best opportunity the Region of Hamilton-Wentworth has of achieving its goal of increased industrial development. Based on forecasts of future absorption, all of Clappison's Corners Industrial-Business Park will be needed to accommodate future growth.

B. AIRPORT INDUSTRIAL-BUSINESS PARK

The Region has also designated approximately 120 hectares (300 acres) of land immediately north of the Hamilton (Mount Hope) Airport for a Business-Industrial Park (Exhibit 3.2). The specific parcel is bounded by Dickenson Road on the south and Twenty Road on the north and is roughly mid-way between Highway 6 and Glancaster Road. Agricultural uses cover the entire area, with houses and related farm buildings fronting on both Dickenson and Twenty Roads. The Regional Official Plan designation provides for a flexible eastern boundary for the site. This could permit all lands to Highway 6 to be incorporated into the industrial area at a future date, adding some 40 - 60 hectares (100 - 150 acres) to the site.

The objection lodged with the Ontario Municipal Board regarding this designated area, claims that there is no need for development of this site at all. If there is a need for airport-related industrial land, it can be accommodated just as well at the Rymal Road Industrial Park. If these lands were to be developed, they should be developed as residential properties. The following summary presents our point of view.

1. Airport expansion plans are firm only to 1991. Despite earlier plans for a larger expansion, Transport Canada now officially acknowledges only a \$50 million investment to upgrade Hamilton-Wentworth's airport. This expansion will add a new runway and make other runway improvements sufficient to upgrade the airport to Category 1 approach aids. This will allow landing of 727 and wide body aircraft under normal conditions, now prevented from landing. Other improvements will include a new control tower and expansion of the existing terminal.

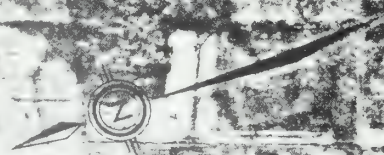
Highway 6

Twenty Road

Dickenson Road



AIRPORT INDUSTRIAL-
BUSINESS PARK SITE



Transport Canada considers the above expansion plans adequate to handle demands on the airport for the next ten years - that is, to 1991. Beyond this time, no official plans are available.

2. Use of airport lands for industrial development is severely restricted. There are currently 24 to 30 hectares (60 to 75 acres) of land surplus to airport needs but under Transport Canada ownership. Some of this land may be required for airport expansion beyond 1991. Also Transport Canada policy restricts use of this land to industries directly serving the airport. These include companies engaged in air cargo handling, flight meal preparation, aircraft maintenance and fueling. Non aircraft-related industries would not be permitted. In addition, Transport Canada expects that the present non-aviation users of the airport would be displaced if the land were required for airport uses. Thus land within the airport with potential for industrial use is limited in amount and very restricted in terms of use.
3. Potential exists for future airport-related industrial development. A revival of earlier expansion plans plus opportunities for market growth of airport related industries indicate a potential for development of the Airport Industrial-Business Park. Among the major influences are:
 - a) Mount Hope airport has the potential to become increasingly important given the expansion constraints at Toronto International Airport. The potential exists for the airport to expand as a Toronto area sub-centre for freight and air cargo handling. Expanded or new terminal facilities could also increase passenger flows.

- b) Servicing the Industrial Park could be easily accommodated as part of the planned airport servicing. Servicing would be at little additional cost since there is adequate capacity in the planned airport servicing trunk to accommodate approximately 120 hectares (300 acres) or more industrial lands. Further the designated industrial area is advantageously located between the airport and the hook-up point to the existing trunk line.
- c) While the market is not yet established, there is potential for airport related industry to locate in the Park. One example of a current proposal is Industrial Air Cargo Terminals (INTACT) which is now negotiating for special customs exemptions to permit development of space for freight forwarding, corporate jet repair and hydrogen fuel research facilities. The potential also exists for either all or part of the park to be designated as a free trade zone that would help stimulate numerous industries especially those producing high value/low weight goods such as electronics and pharmaceuticals. Industries needing direct runway access such as aircraft manufacturers and aircraft maintenance and repair operations could also locate in the Park as could subsidiaries of multinational firms whose chief executive officers use corporate jets for easy access to their plants.
- d) The Airport Industrial-Business Park also has advantages over the Rymal Road one. First, it has better access to Highway 6 and the potential for expansion to and exposure along that Highway. Second the Airport Park offers the potential for direct access to the runways through various approaches to crossing Dickenson Rd. Rymal Road Industrial area does not provide this opportunity.

The Airport Industrial-Business Park provides an opportunity for the Region to capture potential future airport-related industries. Given that expansion plans for the entire period are not fixed and that accommodating the Park with services will be relatively inexpensive, we recommend that the Region maintain the existing designation.

C. MCCOY FOUNDRY

The McCoy Foundry, located on Highway 5 in the Township of Flamborough, is a large foundry operation manufacturing custom grey iron and aluminum castings. (Exhibit 3.3) The site is owned by Archie McCoy (Hamilton) Ltd. and is situated in the northern half of lots 17 and 18 of Concession Two.

The Township of Flamborough has allocated a total of 16 hectares (40 acres) for permitted industrial uses that include "the existing foundry operation, its reasonable expansion, and accessory and incidental uses". The entire parcel is identified as being within the Rural Area in the Regional Official Plan and will not be revised under current plans. Mr. McCoy has objected to the 16 hectare designation arguing that more land should be designated for industrial use and that a general industrial zoning should be indicated, allowing other industries to be located on the site. We support a maximum of 16 hectares (40 acres) for the following reasons.

1. Lands designated are ample to permit foundry expansion for the foreseeable future. The McCoy Foundry should be permitted to expand. Away from built-up areas, the site is well located for a foundry operation, and has landscaped and well maintained grounds. Such expansion could benefit both the Region and Flamborough through increased assessment and employment. The existing buildings occupy approximately 4 hectares (9 acres) on an 80 hectare (200 acre) overall site area. While the foundry has not expanded over its 12 year existence, adequate lands should be provided for future

Highway 5

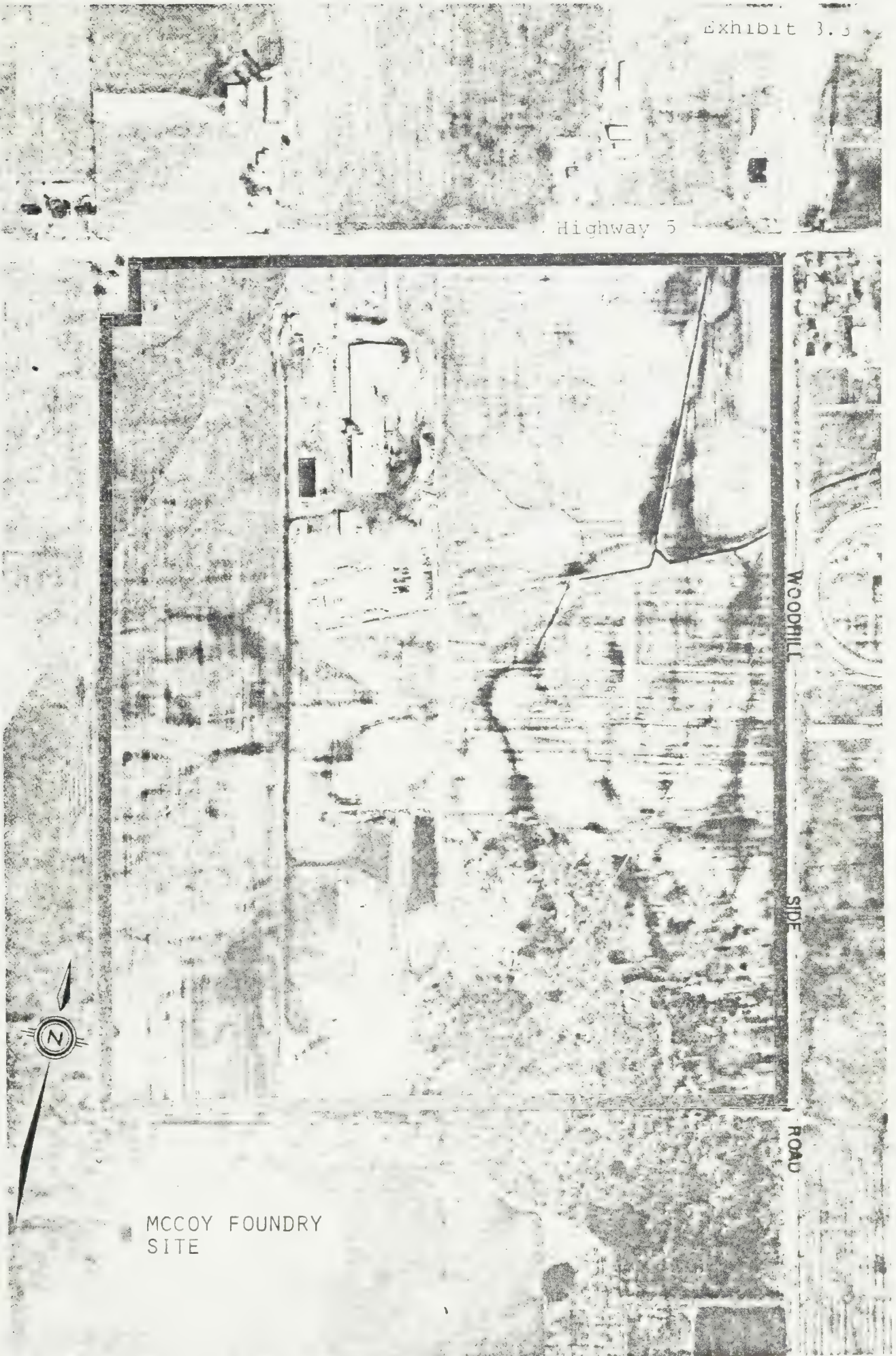
WOODHILL

SIDE

ROAD

MCCOY FOUNDRY
SITE

N



expansion. The designation of a 16 hectare (40 acre) area is more than adequate for future foundry expansion and directly related needs.

2. The site should not be allowed to develop as a general industrial area. The McCoy Foundry site should not have a larger industrial acreage than required for expansion of the existing operation, and other types of industry should not be permitted to locate there. The reasons are several:
 - a) The Clappison's Corners site should be Flamborough's major industrial area - it is larger, better located and will be more attractive to much-needed industry than an isolated site next to a foundry, such as the McCoy property. The likelihood of success of the Clappison's Corners area will be reinforced by not providing unnecessary competition.
 - b) Since the McCoy site would be uneconomic to service, any generally designated industrial areas there would have to be restricted to dry industries. In Flamborough other areas are already zoned and/or designated for dry industry. Further, there has been very little demand by dry industries to take up such land. Recent growth in Flamborough has been in the wet industries of chemicals and food and beverage.

- c) Finally, it would be costly to provide important fire and police services to a number of industries on the McCoy site. Fire and police stations are 2 kilometres (3 miles) and 4 kilometres (7 miles) away respectively. In contrast, the Clappison's Corners area can be served by the nearby Waterdown fire and police stations.

For all these reasons, it would be undesirable to permit the development of a general industrial area around the McCoy site.

APPENDICES

- A. DATA ANALYSIS AND METHODOLOGY
- B. ANNUAL INDUSTRIAL LAND ABSORPTION IN COMPETITIVE REGIONS 1971-80
- C. INDIVIDUAL MUNICIPAL DATA
 - 1. Annual Land Absorption 1971-80
 - 2. Industrial Floor Space By Sector
 - 3. Industrial Sector Growth 1971-80

APPENDIX A

DATA ANALYSIS AND METHODOLOGY

DATA ANALYSIS AND METHODOLOGY

The data used in determining municipal industrial composition were collected using several available information sources. We began by compiling information from the Region of Hamilton-Wentworth's "Industrial Land Use Inventory" based on the Regional Assessment Role. It provided us with listings of all industries by municipality. For each industry, we reviewed municipal building permit files in search of information regarding building size, original date of construction, and dates of subsequent expansion. In many cases, information in the building permit records proved incomplete. When this was the case, a telephone call was made to the firm in question to determine, first hand, building size and age. Phone calls were also used to confirm building permit data and random site inspections were carried out to confirm both the permit and the phone call information.

The Industrial Land Use Inventory provided us with acreages for all industrial properties. We were ultimately unable to obtain the necessary information for each firm. For the less than 10 per cent of the industries where information was still missing after our phone survey (including call-backs), an estimate of building size was used. To do this, we first determined an average building coverage ratio for the Region. The coverage ratio used was 30 per cent. Since we knew the size of each land parcel in the inventory, the coverage ratio was simply applied to the site area of those industries in question to arrive at a conservative estimate

of building size. Industrial sites having this coverage ratio applied to them to determine building size were not included in 1971-1980 land absorption or industrial sector growth totals. The 1971-1980 growth figures are, therefore, probably conservative.

APPENDIX B

ANNUAL INDUSTRIAL LAND ABSORPTION IN COMPETITIVE
REGIONS 1971-80

ANNUAL INDUSTRIAL LAND ABSORPTION IN COMPETING REGIONS 1971-80

Industrial land absorption data, where possible, reflect actual, annual absorption totals. We were able to obtain actual figures for the regions of Durham, York, Peel and for Metropolitan Toronto. The remaining municipalities (the regions of Halton, Niagara and Waterloo as well as the City of Brantford) could provide only average annual absorption figures. In order to make these municipalities more readily comparable to those where actual data existed, a percentage calculation was done. It is described as follows:

1. The total 1971-80 absorption for the municipalities where actual annual data were available was calculated.
2. The absorption for each year was then calculated as a percent of this total; i.e., in 1971, 223 hectares were absorbed as opposed to 4034 hectares over the entire period accounting for 5.5% of the total.
3. This factor was then applied to the average total obtained for the remaining municipalities. For example, absorption of industrial land in the City of Brantford was said to be approximately 20 hectares per annum. Over the ten year period total absorption would be 200 hectares. Industrial land absorption for the City of Brantford in 1971 would, therefore, be estimated at 11 hectares ($200 \times 5.5\%$).

ANNUAL INDUSTRIAL LAND ABSORPTION IN COMPETITIVE REGIONS 1971-80

(HECTARES)*

Year Municipality	71	72	73	74	75	76	77	78	79	80	Regional Totals
Durham	9	38	104	33	41	21	29	26	26	26	353
York	42	29	76	72	17	33	57	61	70	92	549
Metro	85	206	213	173	101	69	87	95	115	75	1219
Peel	87	388	460	173	89	85	112	117	174	228	1913
Broad Competitive Area Totals	223	661	853	451	248	208	285	299	385	421	4034
Halton	47	136	176	93	51	43	59	61	79	87	832
Niagara	38	115	148	79	45	36	49	53	67	73	703
Waterloo	35	104	134	71	39	33	45	47	60	66	634
City of Brantford	11	33	43	23	13	11	14	15	19	21	203
Immediate Competi- tive Area Totals	131	388	501	266	148	123	167	176	225	247	2372
Hamilton-Wentworth	18	45	69	47	18	22	16	16	18	32	301
Total Absorption	372	1094	1423	764	414	353	468	491	628	700	6707

*Numbers shown here could have slight variation from text due to rounding

INDUSTRIAL LAND ABSORPTION IN HAMILTON-WENTWORTH

(HECTARES)*

Municipality Year	Ancaster	Dundas	Flamborough	Glanbrook	Hamilton	Stoney Creek	Hamilton- Wentworth Total
1971			1 2		9 22	8 21	18 45
1972			1		35 85	10 24	45 110
1973	19 46		6 14	1	12 30	32 79	69 170
1974	1	3 8	7 17		24 58	13 31	47 115
1975		1 3			7 17	10 25	18 45
1976	1		9 23	1 3	11 26	1 2	22 55
1977		1	1		13 32	3 6	16 40
1978		1 3	4 10		8 19	3 8	16 40
1979		2 4	4 11	1	9 22	3 7	18 45
1980			7 17	1 2	5 13	19 48	32 80
Total	19	7	38	2	133	102	301
Annual Average	1.9	.7	3.8	.2	13.3	10.2	30.1

**Italicised figures represent approximate average equivalents*

APPENDIX C

INDIVIDUAL MUNICIPALITY PIE CHARTS AND GRAPHS

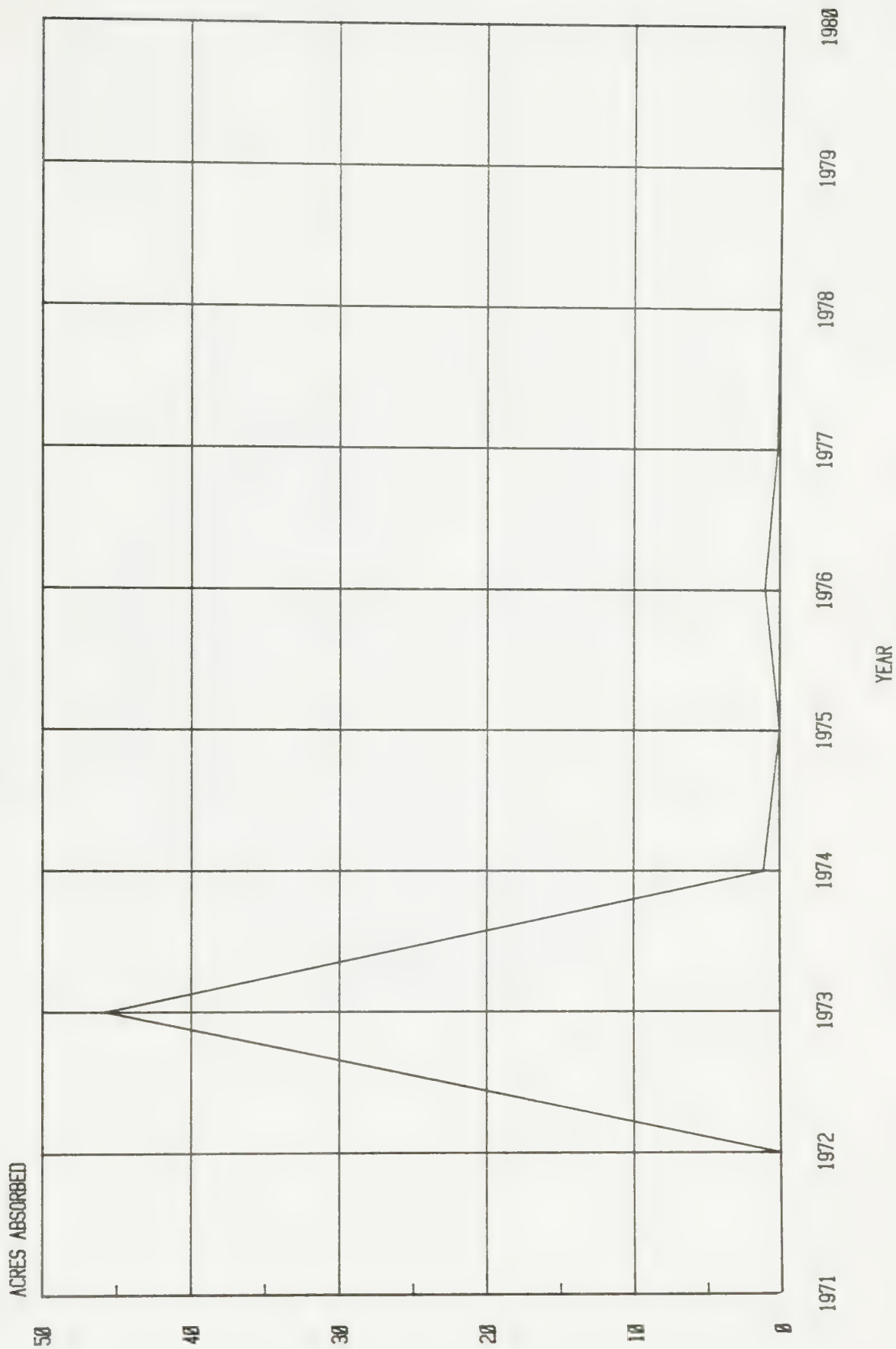
INDIVIDUAL MUNICIPAL DATA

The methodology used to arrive at industrial sector composition and annual absorption of industrial land in the Region of Hamilton-Wentworth was discussed in Appendix A. In this Appendix, we present pie charts, graphs and tables for each of Hamilton-Wentworth's constituent municipalities.

ANCASTER

ANCASTER -ACRES OF IND. LAND ABSORBED

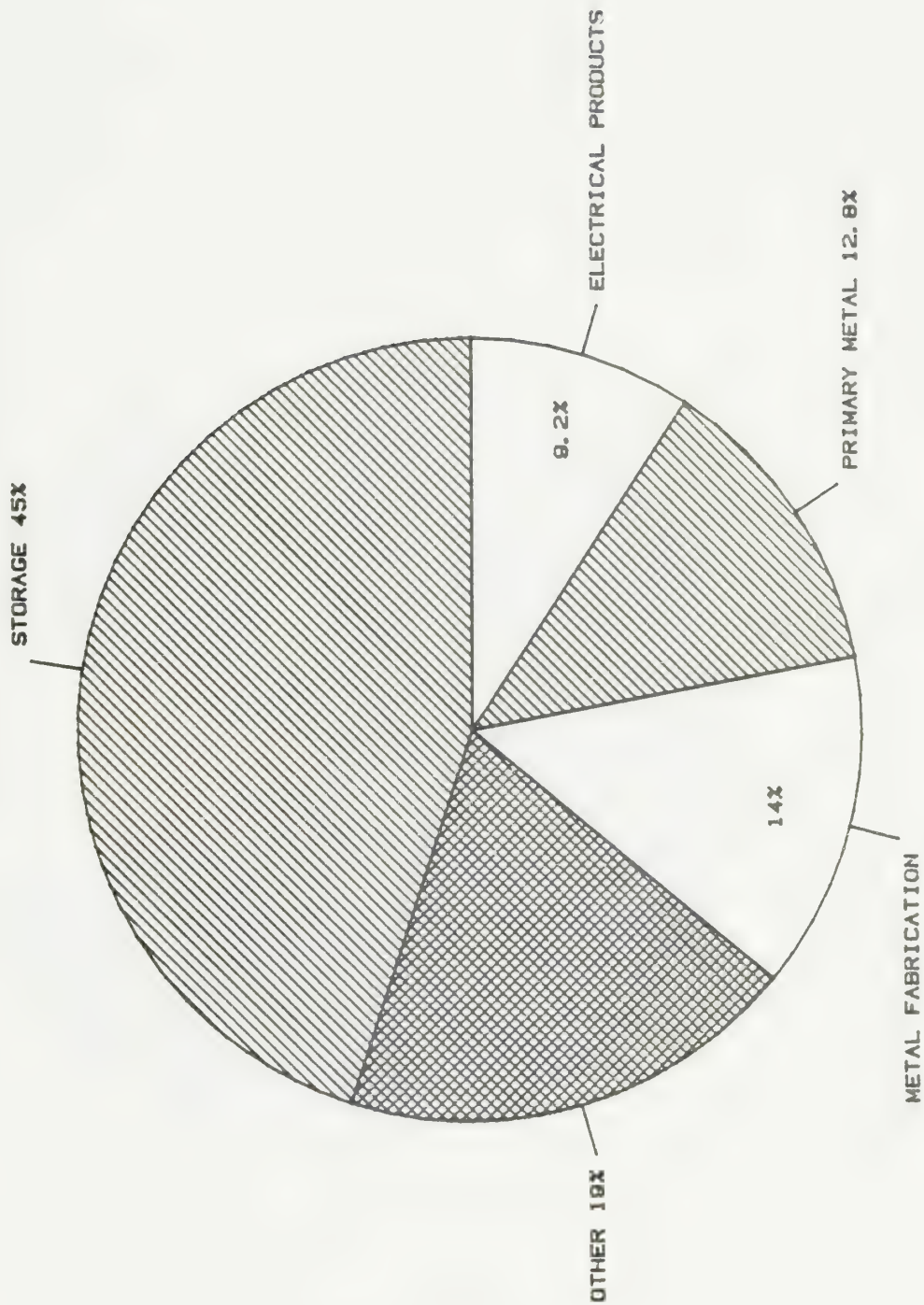
NEW AND EXPANDED BUILDINGS



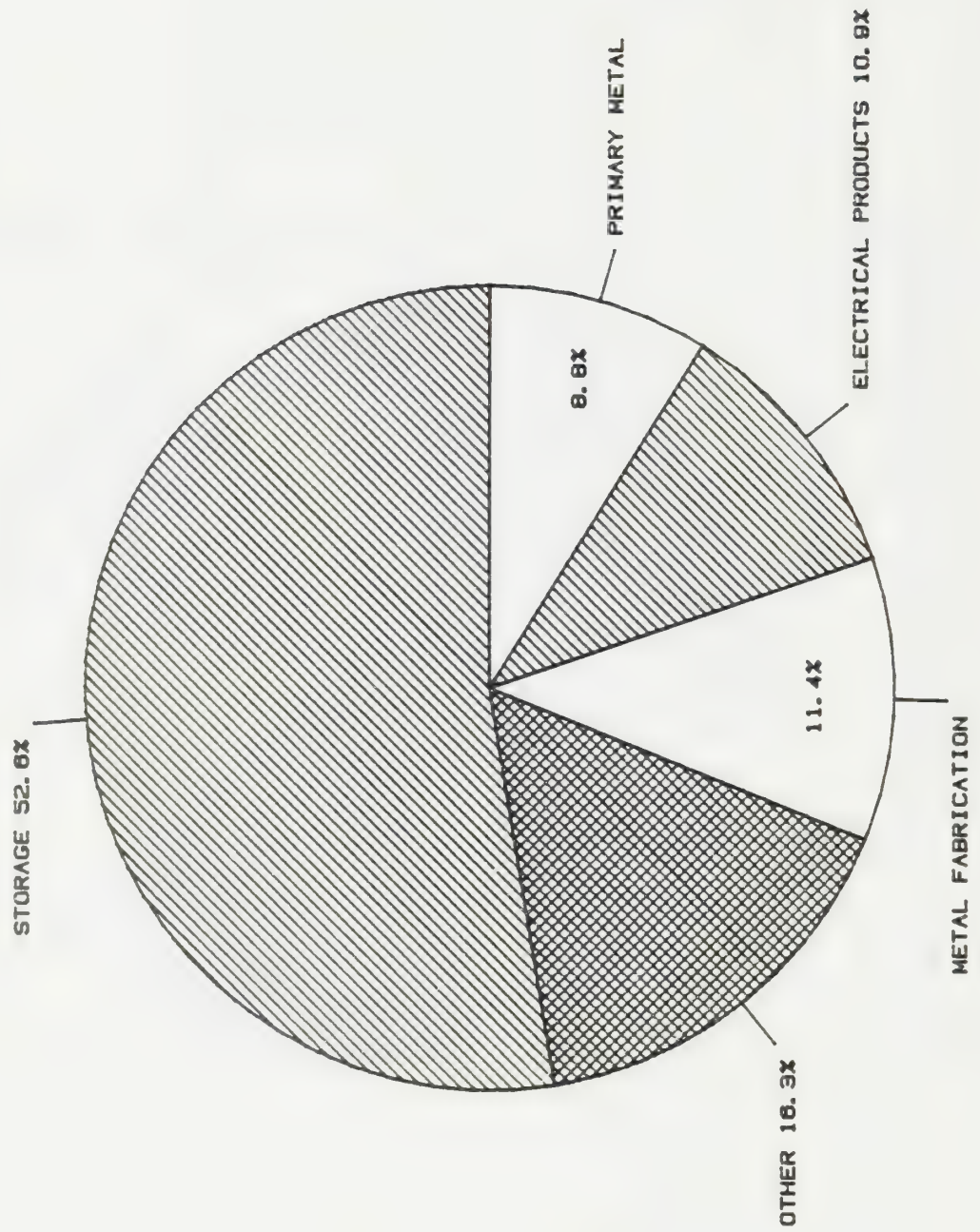
TOWN OF ANCASTER

STANDARD INDUSTRIAL CLASSIFICATION HEADING	TOTAL SPACE (PERCENT)	1971-80 GROWTH (PERCENT)
Electrical Products Industry	9.2	10.9
General Contractors	3.4	-
Machinery Industry	4.5	5.4
Metal Fabricating Industry	14.0	11.4
Miscellaneous	11.1	10.9
Primary Metal Industry	12.8	8.8
Storage	45	52.6

ANCASTER - % INDUSTRIAL FLOOR SPACE TOTAL OF ALL EXISTING INDUSTRIES

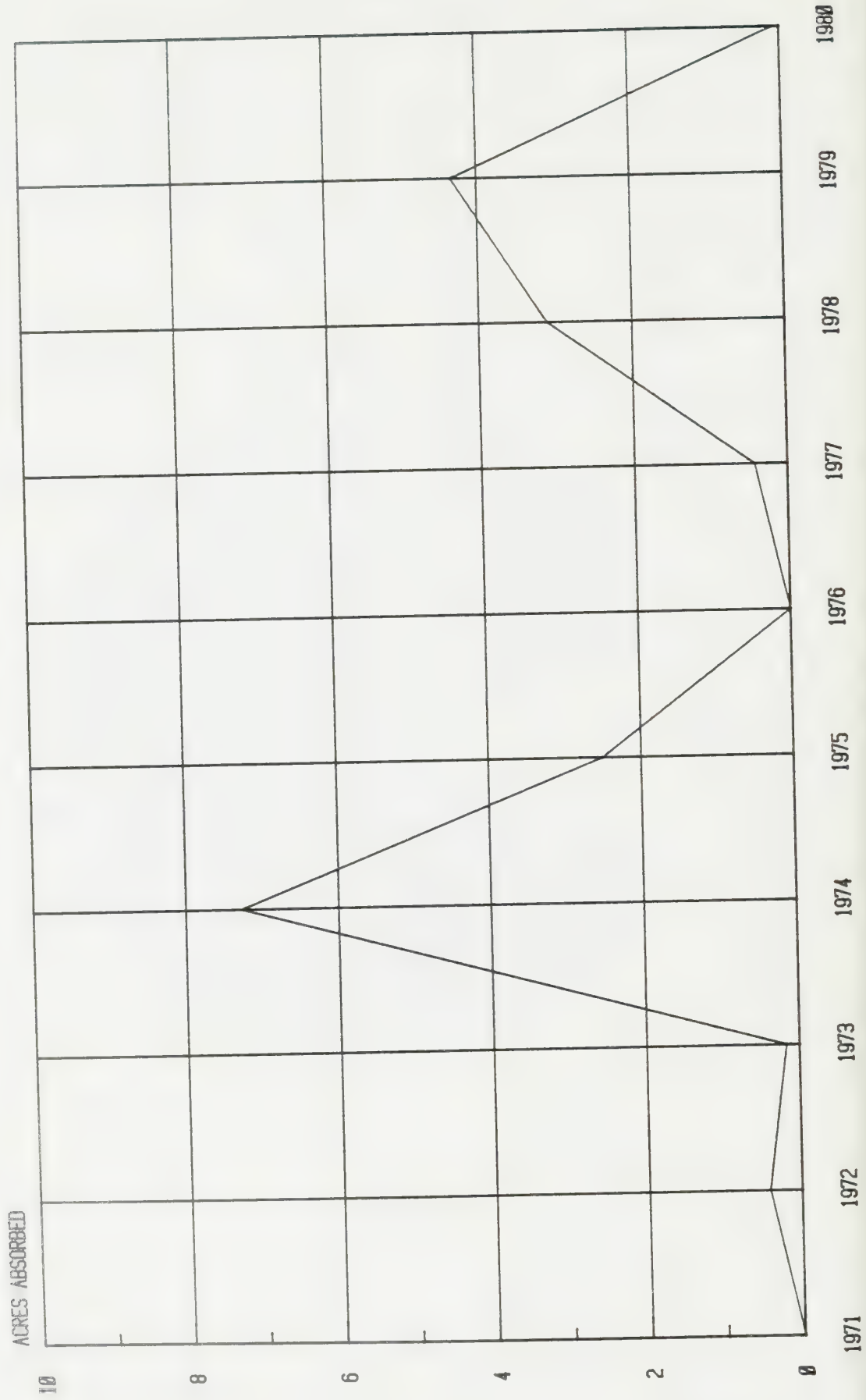


ANCASTER - % INDUSTRIAL FLOOR SPACE INDUSTRIAL CONSTRUCTION 1971-1980



DUNDAS

DUNDAS - ACRES OF IND. LAND ABSORBED NEW AND EXPANDED BUILDINGS

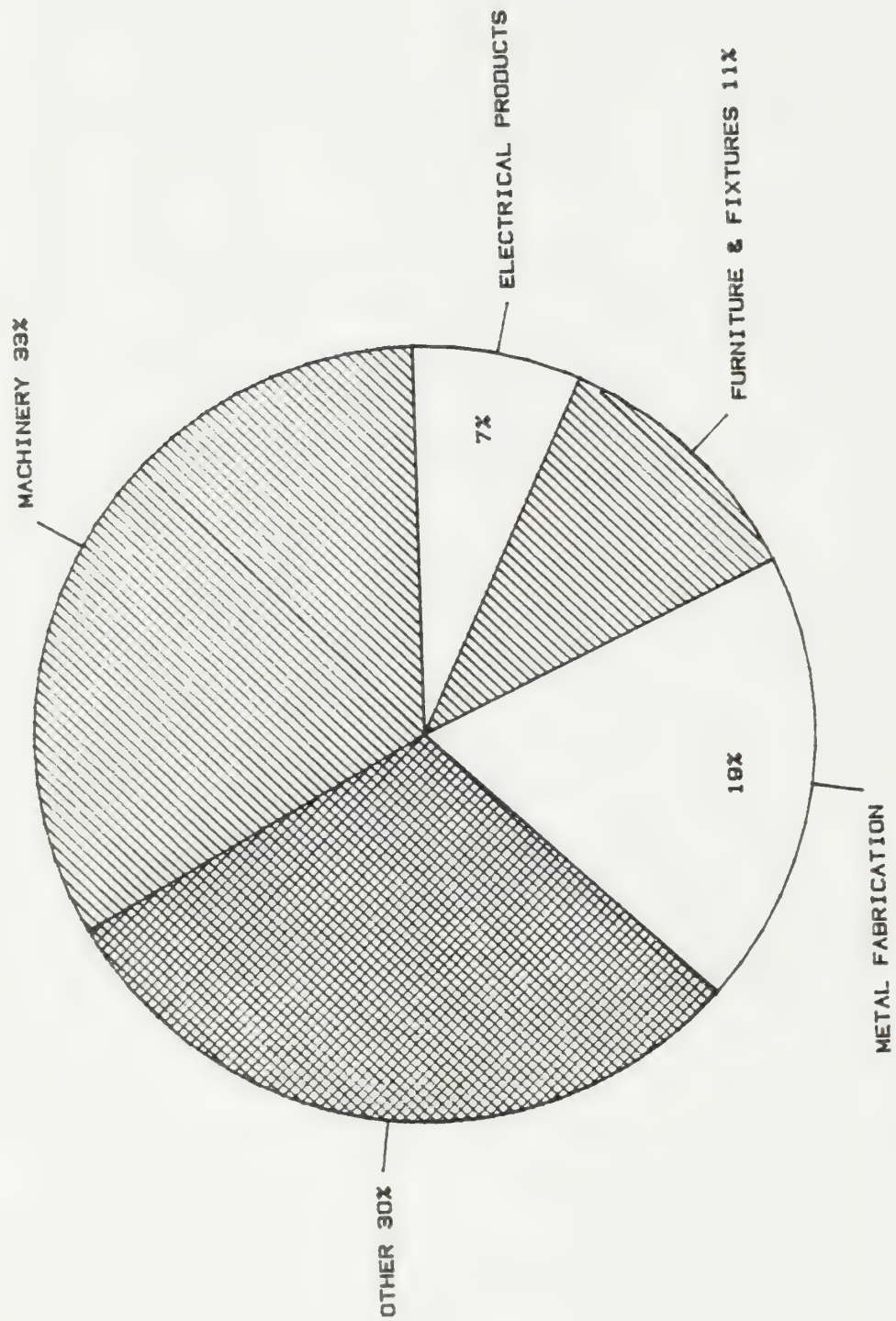


TOWN OF DUNDAS

STANDARD INDUSTRIAL CLASSIFICATION HEADING	TOTAL SPACE (PERCENT)	1971-80 GROWTH (PERCENT)
Chemical Products Industry	4	-
Electrical Products Industry	7	6
Food and Beverage	4	-
Furniture and Fixtures	11	7
Machinery Industry	33	71
Metal Fabricating Industry	19	6
Miscellaneous	5	6
Non-Metallic Mineral Products	2	-
Paper and Allied Industry	3	1
Primary Metal Industry	4	-
Printing and Publishing	2	3
Rubber and Plastics	2	-
Wood Industry	4	-

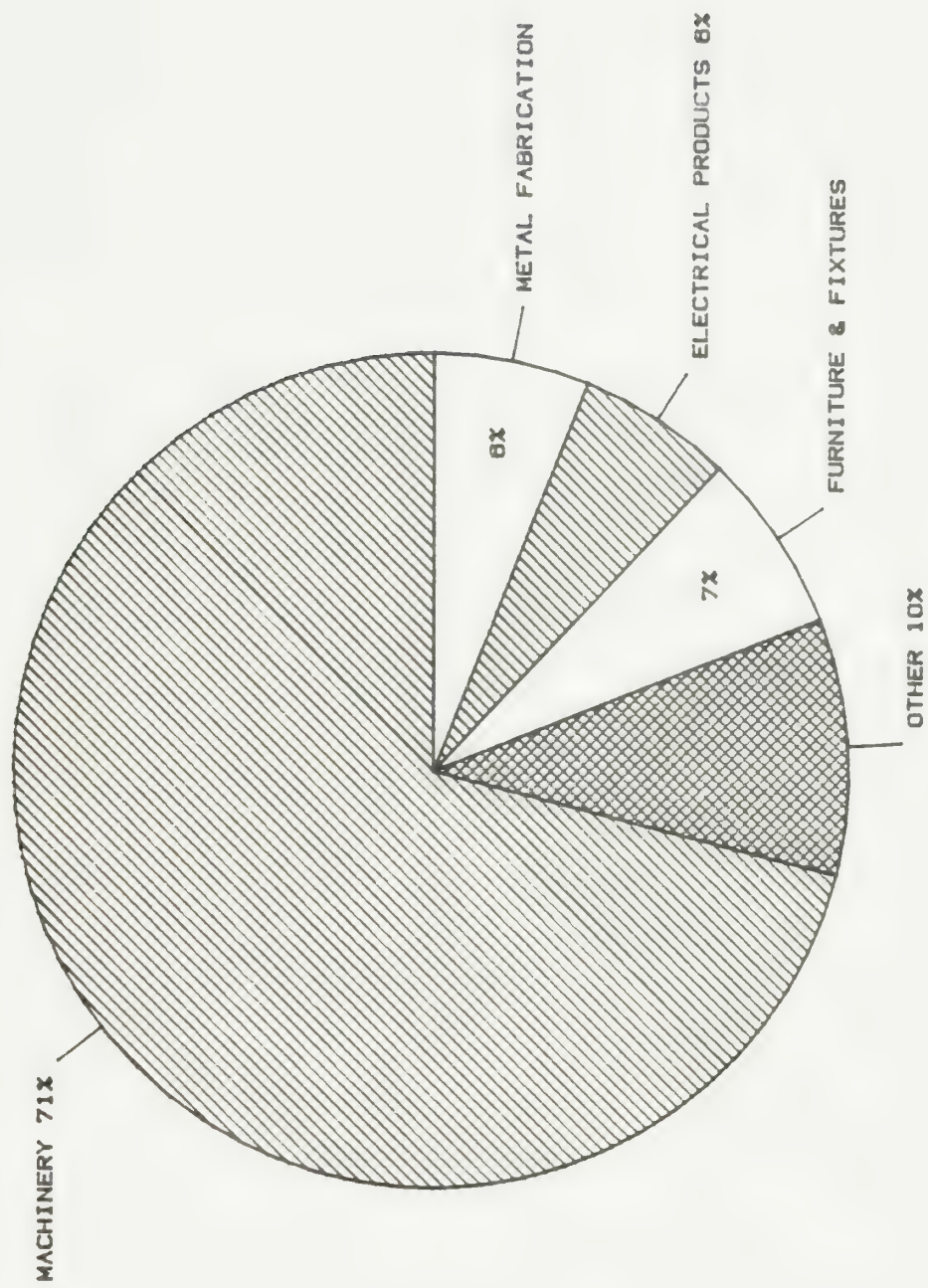
DUNDAS - % INDUSTRIAL FLOOR SPACE

TOTAL OF ALL EXISTING INDUSTRIES



DUNDAS - % INDUSTRIAL FLOOR SPACE

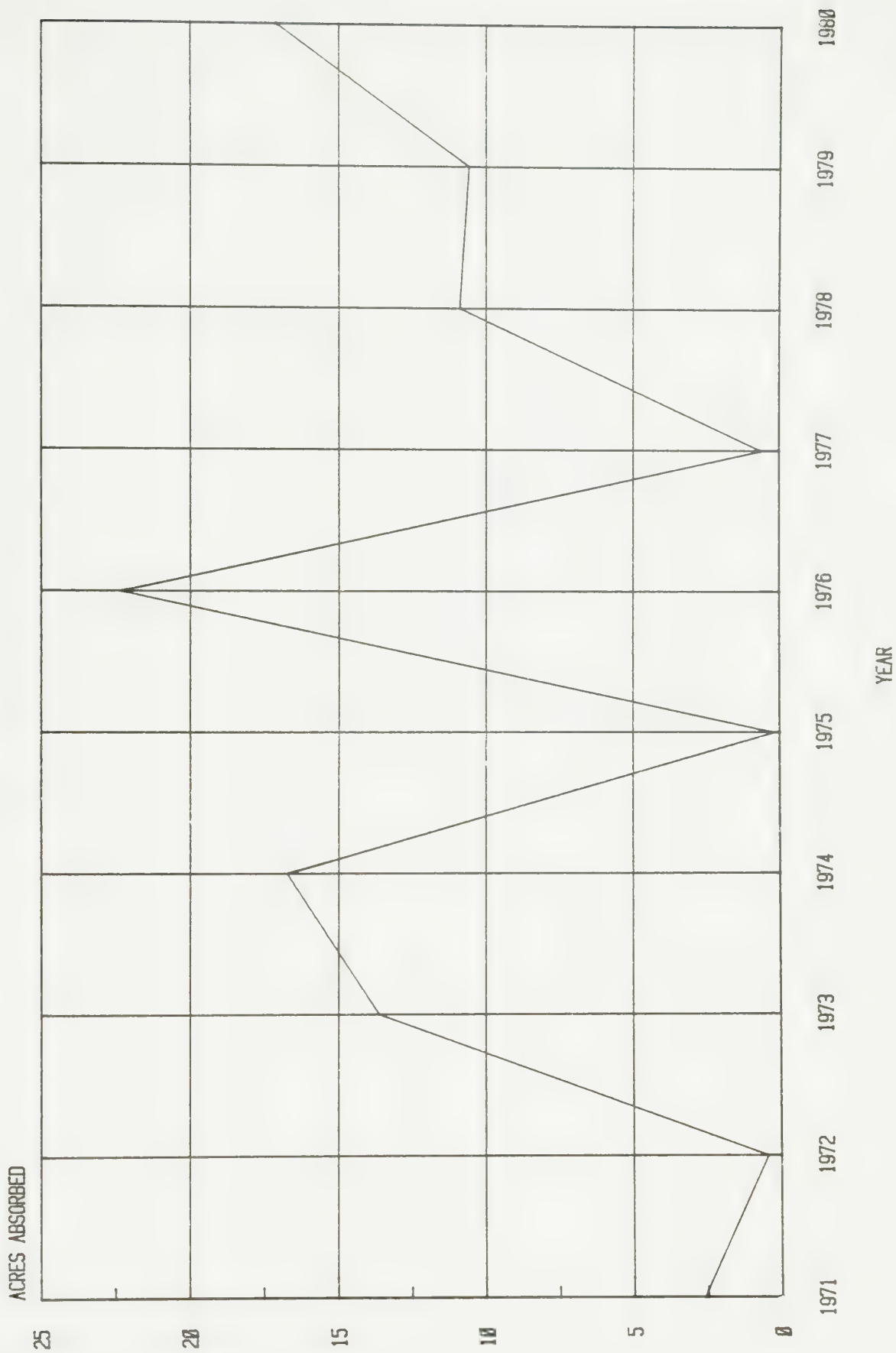
INDUSTRIAL CONSTRUCTION 1971-1980



FLAMBOROUGH

FLAMBOROUGH -ACRES OF IND. LAND ABSORBED

NEW AND EXPANDED BUILDINGS

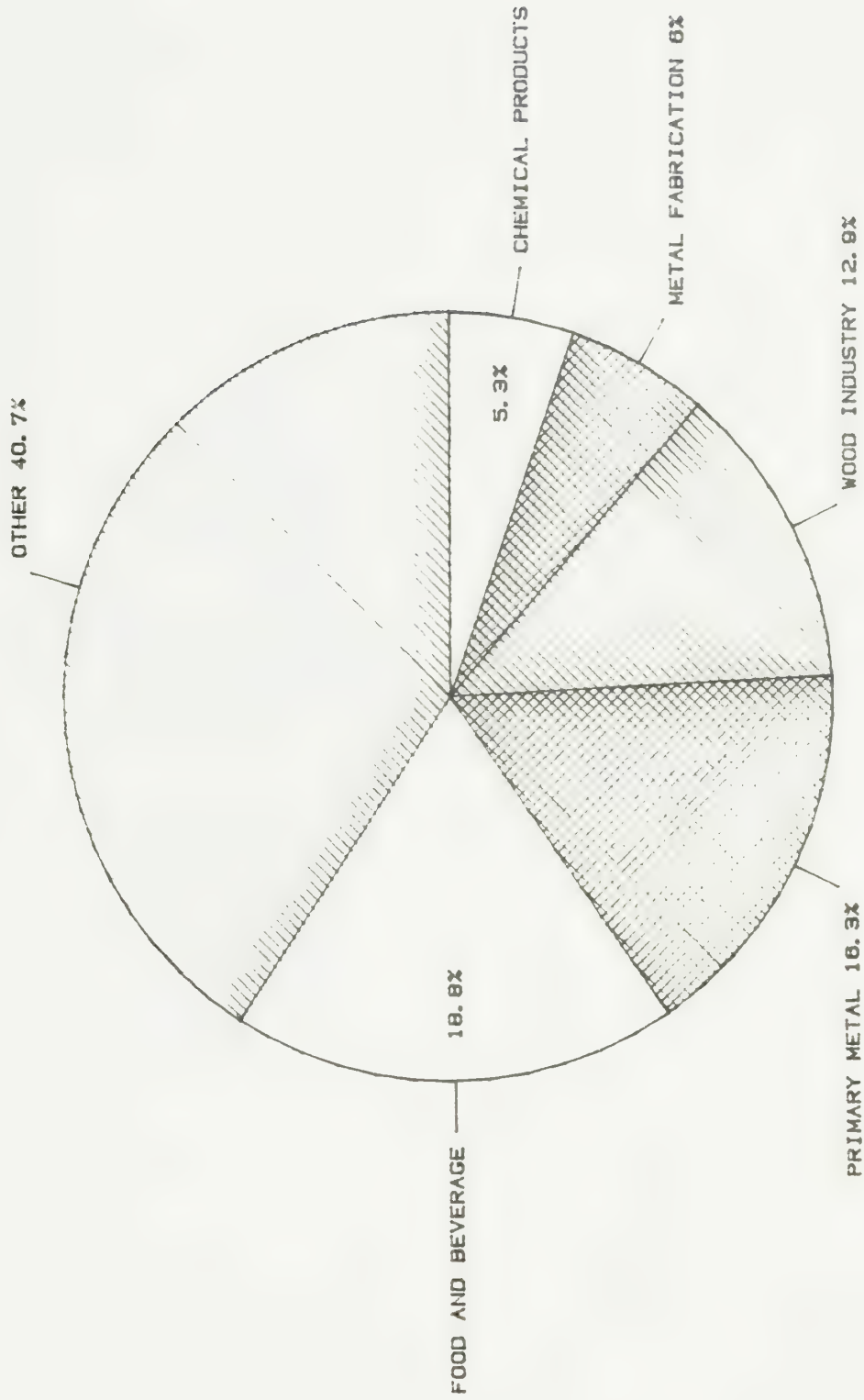


TOWN OF FLAMBOROUGH

STANDARD INDUSTRIAL CLASSIFICATION HEADING	TOTAL SPACE (PERCENT)	1971-80 GROWTH (PERCENT)
Amusement and Recreation Services	.6	2.7
Chemical Products Industry	5.3	12.3
Food and Beverage	18.8	9.0
Furniture and Fixtures	2.7	1.3
Metal Fabricating Industry	6.0	1.9
Miscellaneous	16.5	19.1
Non-Metallic Mineral Products	4.9	-
Primary Metal Industry	16.3	26.1
Retail Trade	1.5	-
Special Trade Contractors	.2	.3
Storage	4.4	3.6
Transportation	3.9	10.6
Transportation Equipment Industry	2.3	5.8
Wholesale Trade	3.7	7.3
Wood Industry	12.9	-

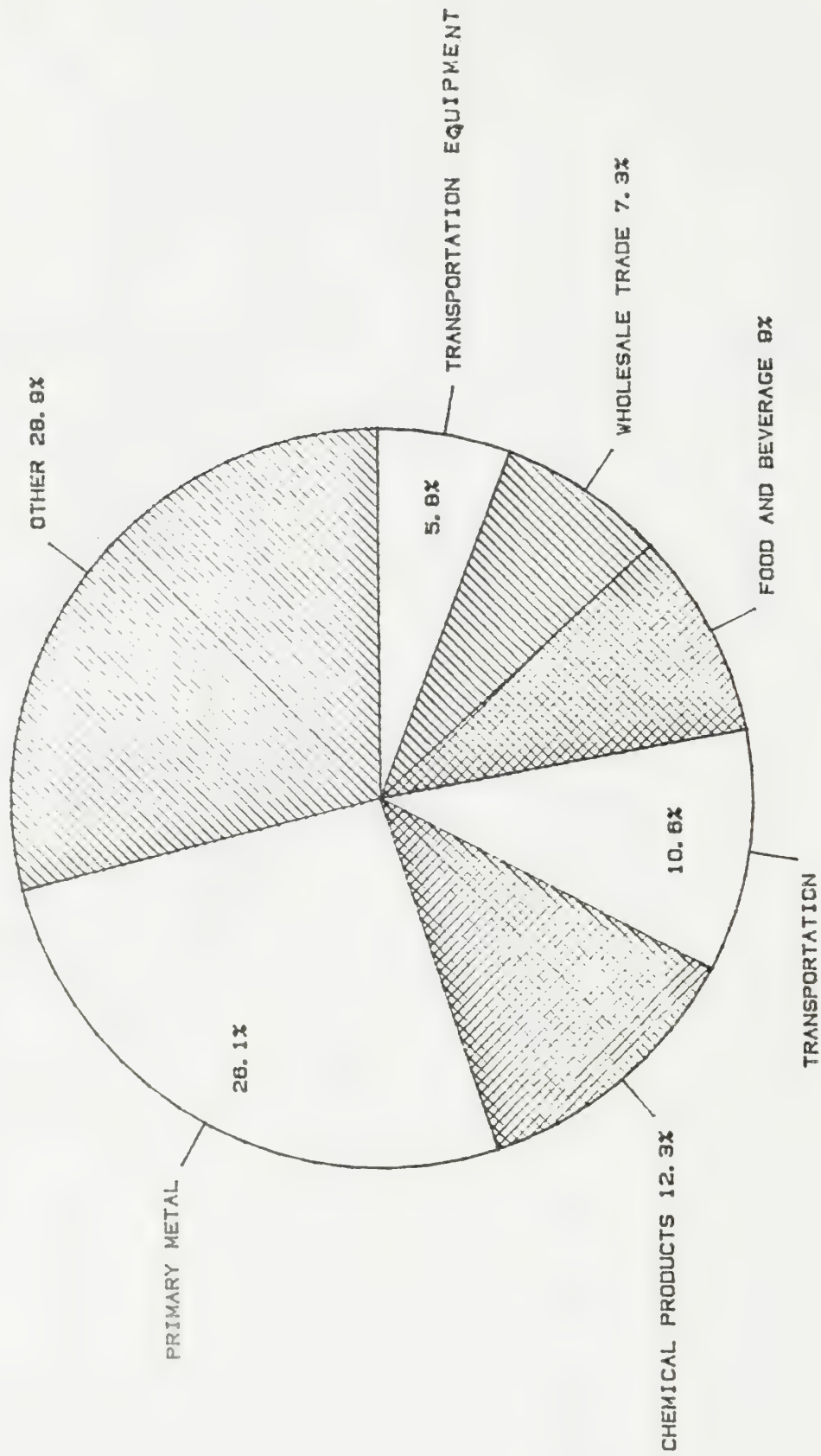
FLAMBOROUGH - % INDUSTRIAL FLOOR SPACE

TOTAL OF ALL EXISTING INDUSTRIES



FLAMBOROUGH - % INDUSTRIAL FLOOR SPACE

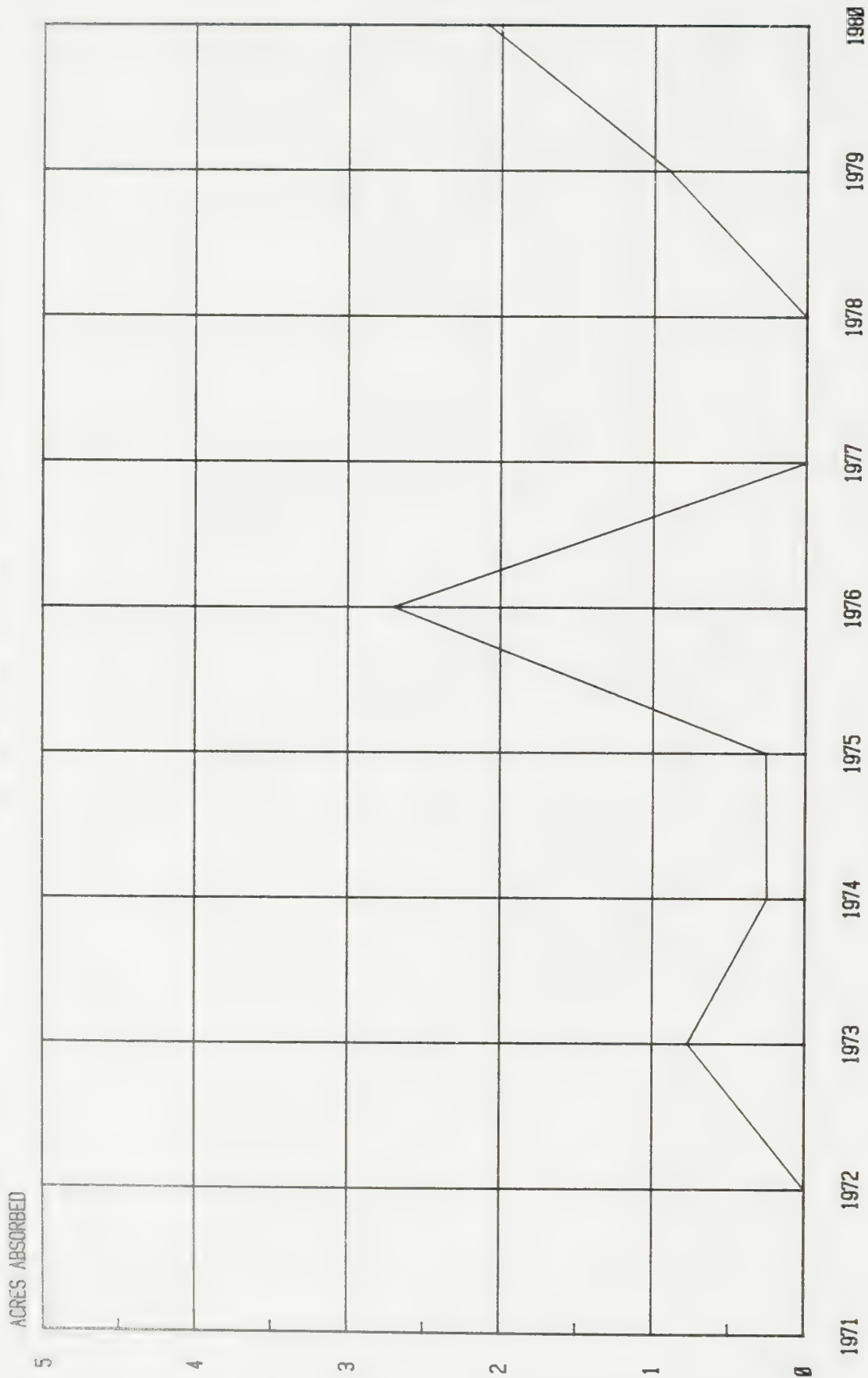
INDUSTRIAL CONSTRUCTION 1971-1980



GLANBROOK

GLANBROOK -- ACRES OF IND. LAND ABSORBED

NEW AND EXPANDED BUILDINGS

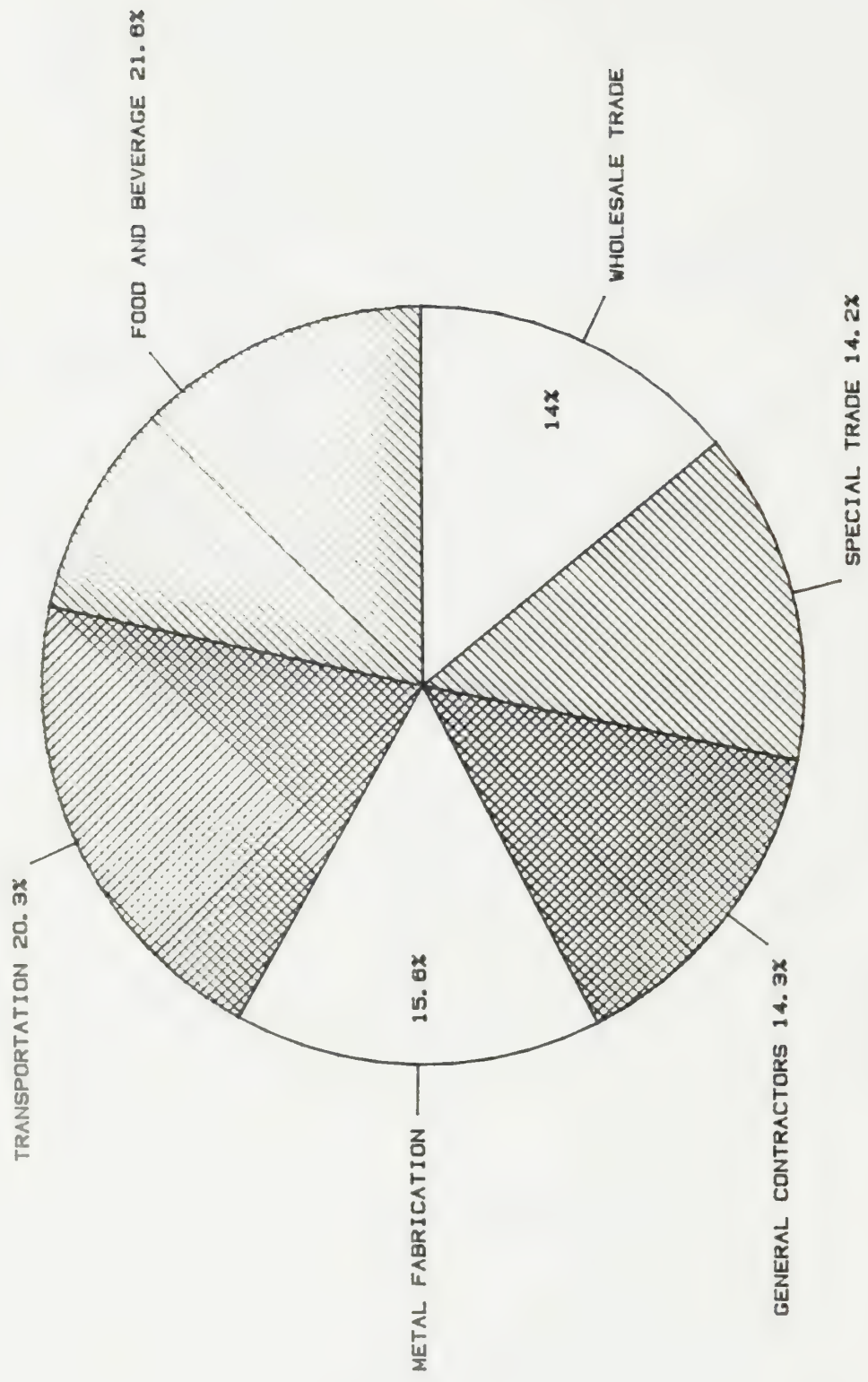


TOWN OF GLANBROOK

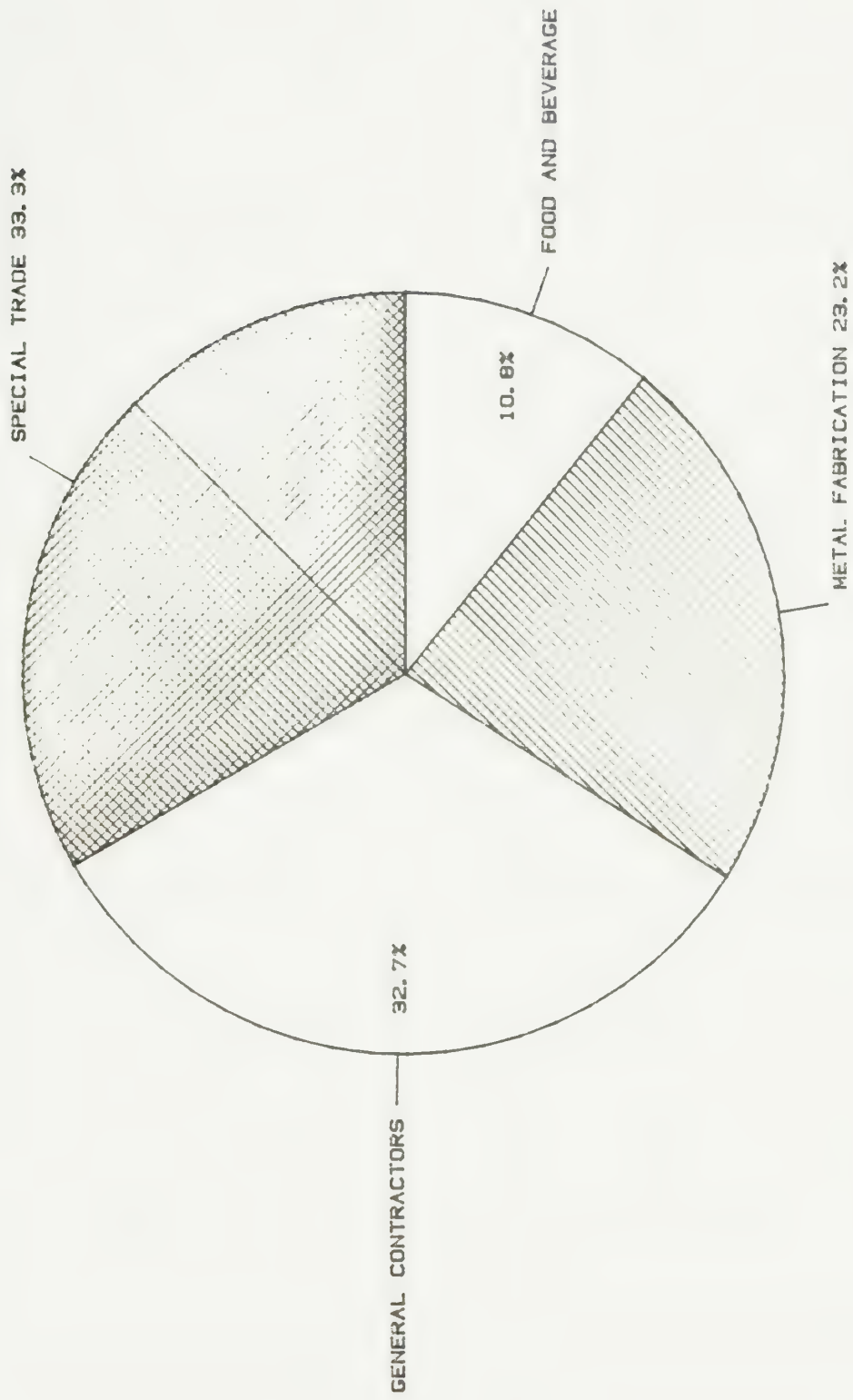
STANDARD INDUSTRIAL CLASSIFICATION HEADING	TOTAL SPACE (PERCENT)	1971-80 GROWTH (PERCENT)
Food and Beverage	21.6	10.8
General Contractors	14.3	32.7
Metal Fabricating Industry	15.6	23.2
Special Trade Contractors	14.2	33.3
Transportation	20.3	-
Wholesale Trade	14	-

GLANBROOK - % INDUSTRIAL FLOOR SPACE

TOTAL OF ALL EXISTING INDUSTRIES



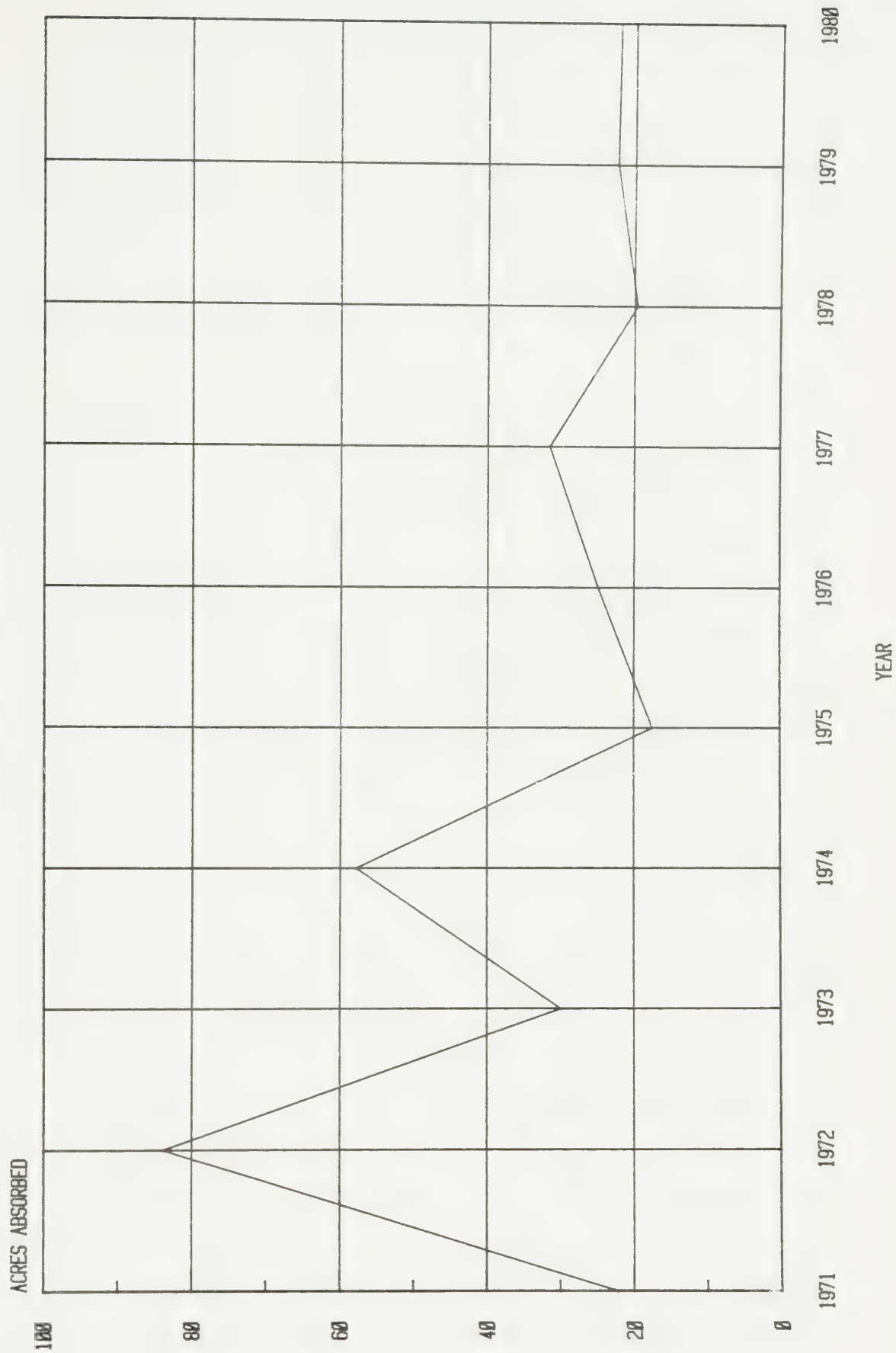
GLANBROOK - % INDUSTRIAL FLOOR SPACE INDUSTRIAL CONSTRUCTION 1971-1980



HAMILTON

HAMILTON - ACRES OF IND. LAND ABSORBED

NEW AND EXPANDED BUILDINGS

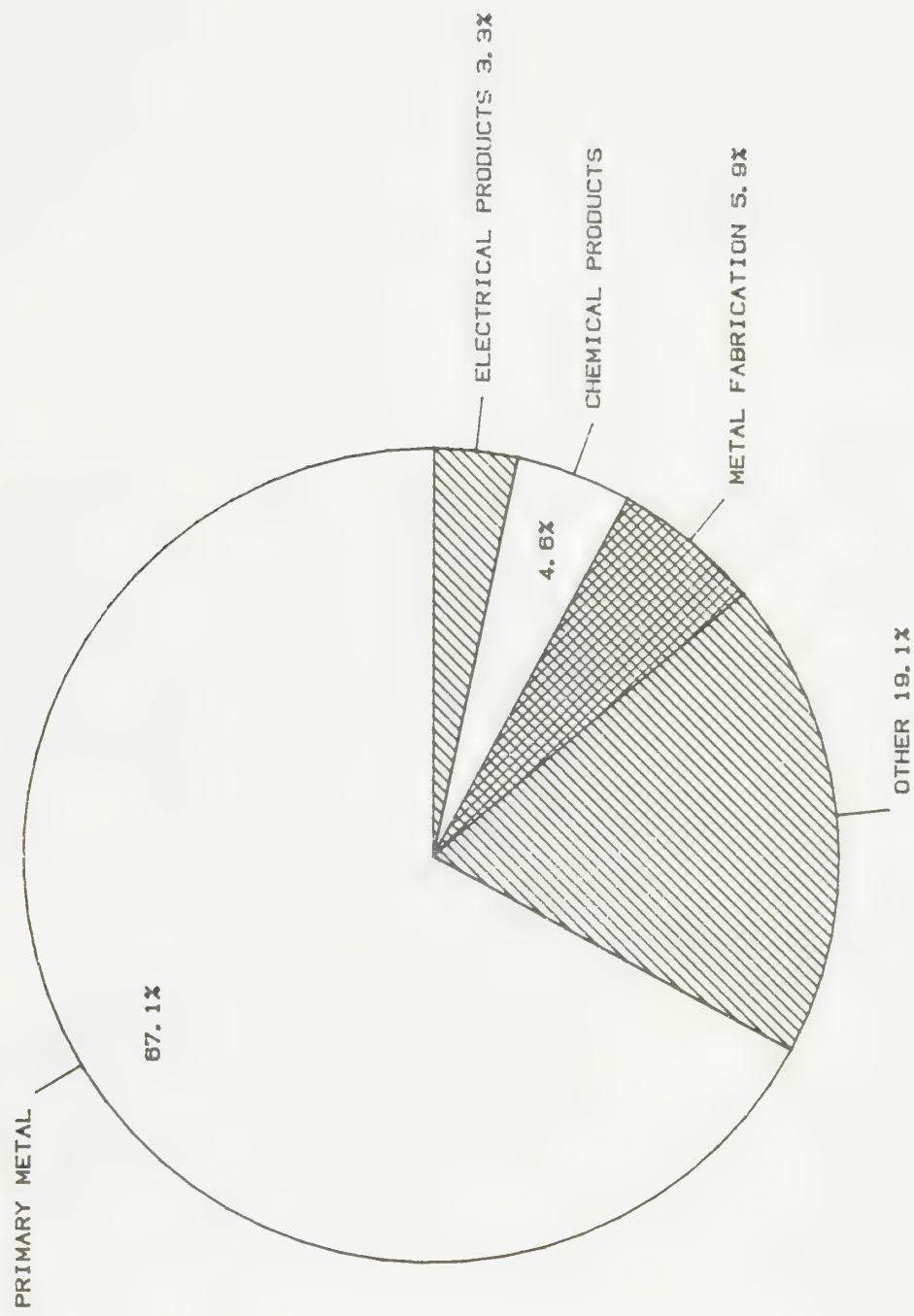


CITY OF HAMILTON

STANDARD INDUSTRIAL CLASSIFICATION HEADING	TOTAL GROWTH (PERCENT)	1971-80 GROWTH (PERCENT)
Chemical Products Industry	4.6	2.3
Clothing Industry	.2	-
Electrical Products Industry	3.3	.2
Food and Beverage	2.0	3.6
Furniture and Fixtures	.1	.1
General Contractors	.3	1.0
Knitting Mills	.1	-
Leather Industry	.4	2.5
Machinery Industry	.5	3.1
Metal Fabricating Industry	5.9	17.2
Miscellaneous	4.5	14.3
Non-Metallic Mineral Products	1.4	1.7
Paper and Allied Industry	.4	1.4
Petroleum and Coal Products	.1	-
Primary Metal Industry	67.1	20.0
Printing and Publishing	.7	5.7
Retail Trade	1.9	12.3
Rubber and Plastics	.1	-
Special Trade Contractors	.7	1.7
Storage	2.8	3.3
Textile Industry	.3	-
Transportation	.4	1.1
Transportation Equipment Industry	.8	5.0
Wholesale Trade	1.2	3.1
Wood Industry	.2	.4

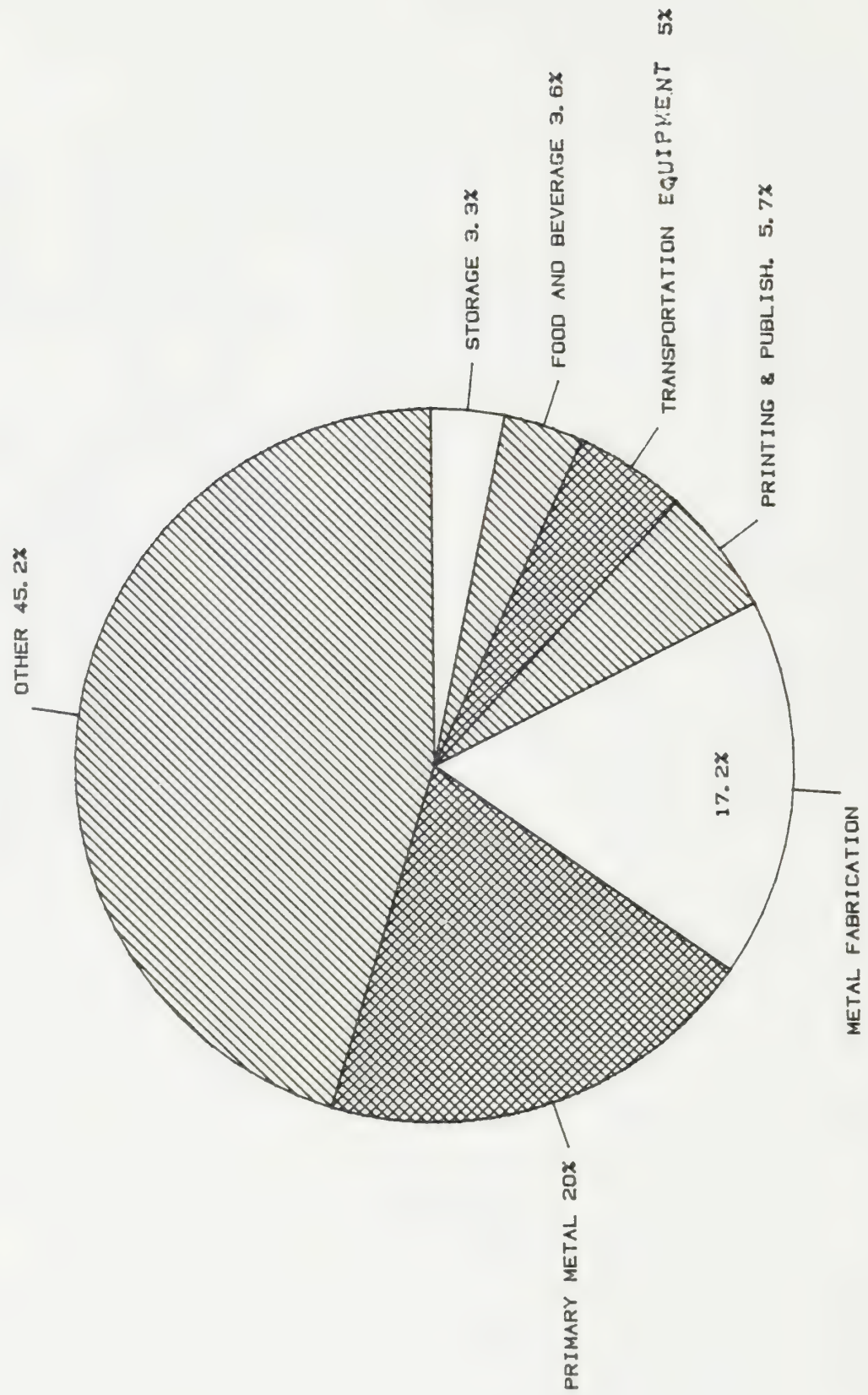
HAMILTON - % INDUSTRIAL FLOOR SPACE

TOTAL OF ALL EXISTING INDUSTRIES



HAMILTON - % INDUSTRIAL FLOOR SPACE

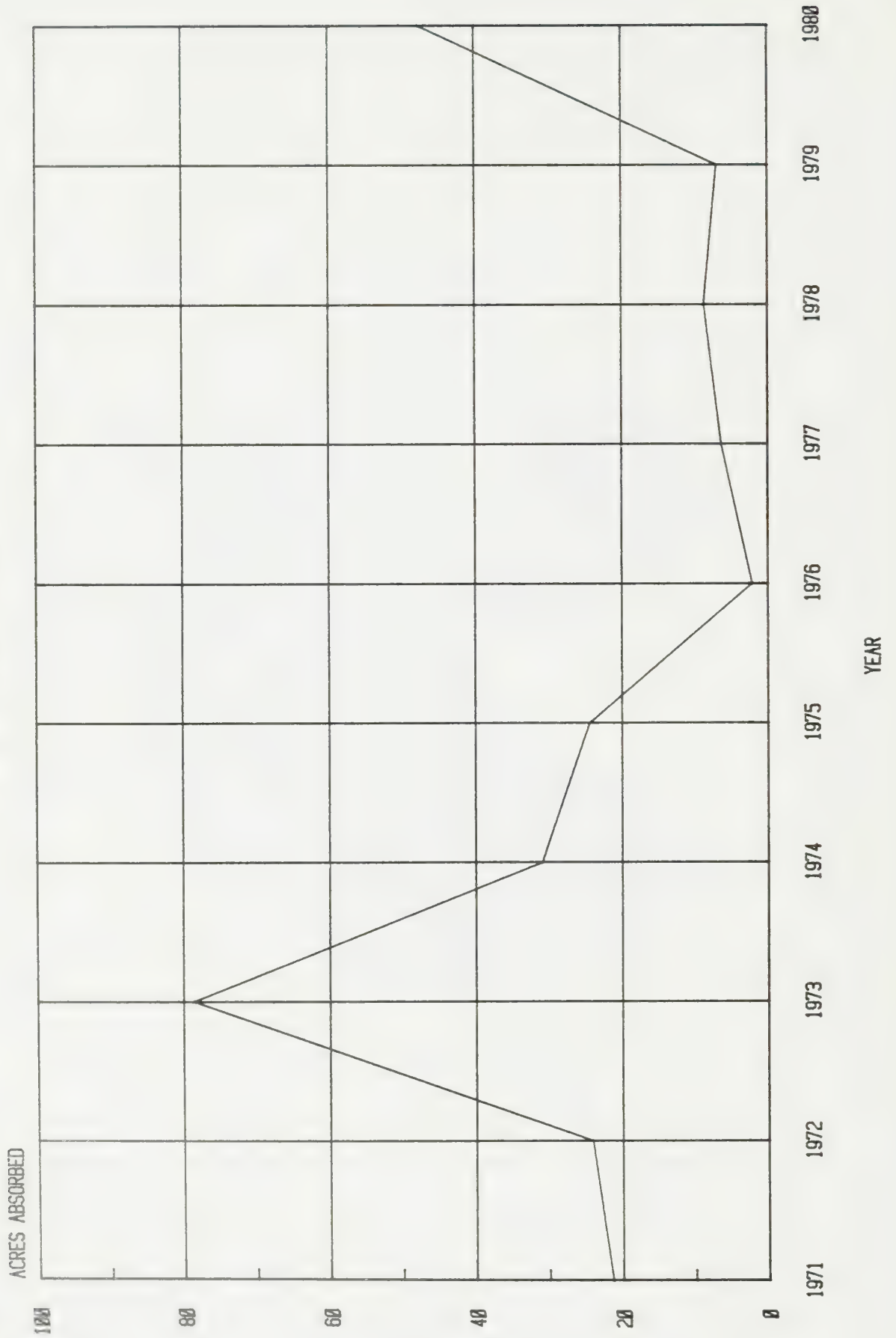
INDUSTRIAL CONSTRUCTION 1971-1980



STONEY CREEK

STONEY CREEK-ACRES OF IND. LAND ABSORBED

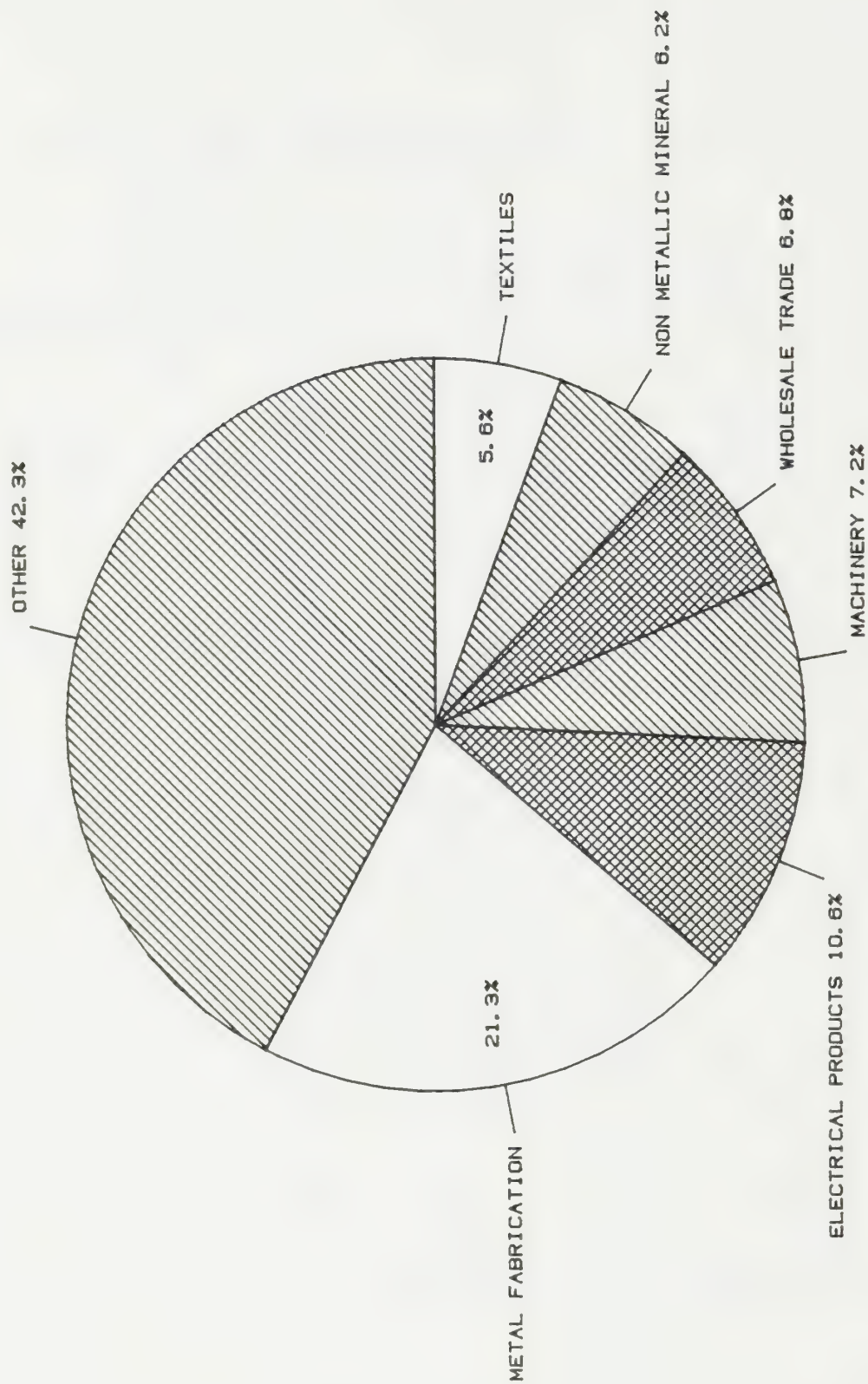
NEW AND EXPANDED BUILDINGS



TOWN OF STONEY CREEK

STANDARD INDUSTRIAL CLASSIFICATION HEADING	TOTAL GROWTH (PERCENT)	1971-80 GROWTH (PERCENT)
Chemical Products Industry	2.0	3.5
Electrical Products Industry	10.6	8.2
Food and Beverage	3.7	5.2
Furniture and Fixtures	.1	-
General Contractors	.7	1.1
Machinery Industry	7.2	11.4
Metal Fabricating Industry	21.3	24.0
Miscellaneous	14.6	13
Non-Metallic Mineral Products	6.2	.8
Paper and Allied Industry	2.9	4.0
Petroleum and Coal Products	1.4	2.6
Primary Metal Industry	2.5	2.3
Printing and Publishing	.2	-
Retail Trade	6.7	2.3
Rubber and Plastics	2.3	2.7
Special Trade Contractors	.1	-
Storage	3.1	3.5
Textile Industry	5.6	10.0
Transportation	.8	.6
Wholesale Trade	6.8	4.9
Wood Industry	1.2	.1

STONE CREEK - % INDUSTRIAL FLOOR SPACE TOTAL OF ALL EXISTING INDUSTRIES



STONE CREEK - % INDUSTRIAL FLOOR SPACE

INDUSTRIAL CONSTRUCTION 1971-1980



URBAN/M